

# STATE

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January 2013

# MAGAZINE

## Out of Office

Street Engagement Key to Outreach in Taiwan & India

## Goal!!!

Hockey Exchange Builds Stronger U.S./Russia Ties

## ENCOURAGING ENTREPRENEURS

Department Develops Business Partnerships in Turkey



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## On the Cover

An assortment of international coins and currency highlights the Department's focus on promoting entrepreneurship and access to U.S. visas.

*Photo by Isaac D. Pacheco*



## Favorable Exchanges

At the 1980 Winter Olympics in Lake Placid, N.Y., the United States men's national ice hockey team, made up of college athletes and amateurs, defeated a vastly more experienced Soviet Union team composed of seasoned veterans, and went on to win the gold medal. This unprecedented upset came to be known as the Miracle on Ice, one of the greatest moments in sports history. The legendary match between the two rival nations' teams also highlighted the impact of sports on international relations.

A recent sports exchange between the United States and Russia demonstrated how much the relationship between the two nations has evolved since the famous Cold War-era Olympic face-off (pg. 14). Embassy Moscow staff and representatives from the Department's SportsUnited program teamed with Russia's Ice Hockey Federation and Ministry of Sports to bring young Russian and American players together with world-class coaches and hockey stars in Moscow. Beyond providing aspiring young athletes in both countries with opportunities to engage in their shared passion for hockey together, the event helped build personal relationships that officials hope will encourage closer U.S.-Russia ties.

In nearby Turkey, Department officials have been working to build partnerships with aspiring entrepreneurs through a variety of exchanges and development projects (pg. 16). Strategically located at the intersection of Europe and Asia, Turkey is a burgeoning economic force that U.S. leaders are helping cultivate. A number of Department-sponsored workshops and training events are encouraging collaboration between Turkish



and American businesses and promoting economic growth in both nations.

A different type of "exchange" in Taiwan is also encouraging U.S. economic growth by making it easier for residents to visit the United States (pg. 18). Department employees recently took to the streets in Taipei and surrounding areas to advertise Taiwan's entry into the Visa Waiver Program (VWP). The outreach program was aimed at encouraging Taiwan residents to visit the United States, travelling visa-free. With the average visitor spending \$4,000 per trip on lodging, food, gifts and services, the economic incentive to encourage increased international travel to the United States is compelling.

With so many associated benefits, the VWP and similar programs provide a brighter outlook for an otherwise uncertain global marketplace. The Department's participation in these programs will continue to open doors to new cooperative ventures and sow relational seeds that promise to reap economic and cultural rewards in the future. ■

### Corrections

November 2012, pg. 31 – The shot of IIP's support team in Embassy New Delhi was incorrectly credited. Jane Chun took the photo.



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#### Deadlines

The submission deadline for the March 2013 issue is January 15.  
The deadline for the April issue is February 15.

*State Magazine* (ISSN 1099-4165) is published monthly, except bimonthly in July and August, by the Bureau of Human Resources at the U.S. Department of State. It is intended for information only and is not authority for official action. Views and opinions expressed are not necessarily those of the Department of State. The editorial team reserves the right to select and edit all materials for publication.

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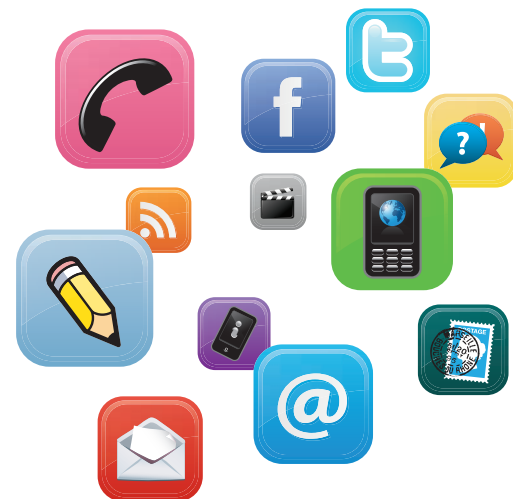
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## Michael Bricker Remembered

It was certainly a great pleasure having Michael Bricker serve as my deputy IRM officer at American Embassy Seoul. He brought creativity, innovation and world-class support to our large operation and to the goals and objectives of the Mission. His passing from this life has left many of his friends and colleagues around the world very sad. Michael's knowledge and insights were of great value. His sense of local Korean dynamics, service standards and technological infrastructure proved pivotal to our success. Michael's support was key as the Mission dealt with several important bilateral issues and hosted APEC, President Bush and many other high-level visits.

But beyond those challenges, the most commendable and memorable thing about Michael, to me, was his ready concern for the welfare of others—and not just his talented staff. He was especially mindful of those who were mostly hidden from Korean society. To Michael's mind, these were people who had no champions to help their cause. Despite managing his heavy office workload and diligently completing his studies, with a

demanding Army War College curriculum consuming most of his off-duty hours, Michael was always quietly committed to a very special group. He was a frequent visitor to a small Seoul orphanage on his way home from the embassy and often on weekends. There he would take the time to visit, play with and present small gifts to Korean children who suffered from severe physical and mental handicaps. They had been largely abandoned by their own families. Michael Bricker became their champion. For the few, like me, who became privy to his special act of compassion, Michael became our champion too.

My family and I wish him all the best in the next round. Moreover, it is our sincere hope that Shereen and Anayeth can find the strength and focus needed to move forward. It was indeed an honor and privilege serving with Michael and his family. *(See Michael Bricker's obituary, pg. 34.)*

**Timothy C. Lawson**

*Senior Foreign Service Officer (Ret.)*

*Hua Hin, Thailand*



## Going Green-er

In keeping with the Department-wide mandate to eliminate waste and conserve natural resources, we have reduced our print distribution to overseas posts and Stateside offices by 13% in 2012. Contact us at [statemagazine@state.com](mailto:statemagazine@state.com) if you would like to add your name to the growing list of subscribers who are going green by reading State Magazine exclusively online at [state.gov/statemag!](http://state.gov/statemag!)

# In the News



Consul General Jeffrey Hawkins introduces Venus and Serena Williams, at right. State Department photo

## Tennis Stars Launch Girls' Project in Nigeria

Tennis stars Venus and Serena Williams, and more than 150 girls, dignitaries and U.S. Consulate General personnel gathered in November in Lagos, Nigeria, to kick off the Naija Girls Got It project, which combines athletics and leadership skills to encourage girls to challenge harmful traditions that impede their physical and mental development.

The project was inspired by "Kick Like a Girl," a documentary on the Mighty Cheetahs, an undefeated third-grade girls' soccer team in Salt Lake City that competed in the boys division and won the championship. The film, narrated by 8-year-old Lizzie, a passionate soccer player who refused to be intimidated by her male peers, speaks of girls' desire for equal opportunity and social change.

To convey their powerful team spirit, Consul General Jeffrey Hawkins, who hosted the event at his residence, quoted one of the Mighty Cheetahs, saying, "She passes to me, then I pass to Lizzy, then she makes the goal and we all rejoice."

The Williams sisters were in Lagos to promote a women's empowerment project dubbed "Breaking the Mould" (BTM), that its organizers say inspires women to embark on a journey of self-belief to achieve their dreams. During their three-day visit, the Williams sisters conducted tennis clinics, visited schools, played an exhibition match against each other (Venus won) and joined the consulate to launch the Naija Girls Got It project.

"When Serena and I started playing tennis, we were playing to win tournaments;

we did not know that it would bring us to this place and meet beautiful people like you," Venus Williams told the gathering for the program's launch. The event ended with the sisters offering a group photo opportunity with more than 150 girls from eight schools.

The Naija Girls Got It project builds on a smaller program last year launched by the consulate's public affairs section, NGOs and corporations. The partners plan to expand the project to as many schools as possible in Lagos and beyond. Girls ages 5 to 19 will be encouraged to participate in sports, excel in education and pursue their full potential. Events will include screening "Kick Like a Girl," followed by workshops and inspirational speeches.



## Secretary Clinton Opens Modernized NRRC

In October, Secretary of State Hillary Rodham Clinton opened the newly modernized U.S. Nuclear Risk Reduction Center (NRRC) in Washington, D.C., saying the “center will enhance our notification and communication structures with the benefit of modern technology, so we can keep evolving to meet the arms control needs of the future.”

Secretary Clinton said at the ribbon-cutting ceremony was “a little bit like cutting the ribbon on a piece of diplomatic history,” since the NRRC’s history encompasses the period of Cold War tensions. Nonetheless, she said, the Soviet and U.S. governments “were able to agree to come together to set up these centers.”

“And so indeed, we determined that we had to have better systems in place when it came to our nuclear arsenals because the consequences of getting something wrong, of misreading some kind of signal, would have potentially catastrophic consequences,” she continued.



Secretary Clinton participated in the ribbon-cutting ceremony that marked the opening of a modernized NRRC. State Department photo

The U.S. NRRC in the Harry S Truman building has secure and reliable lines of direct communication with foreign governments 24 hours a day, seven days a week. Opened in 1988, the center is used to exchange the information and notifications required by arms control treaties and security-building agreements with more than 55 foreign governments. Depending on the treaty or agreement, notifications serve to exchange data on the number of deployed strategic forces, intent to conduct an inspection or over-flight, movements of heavy bombers or an imminent test launch of a ballistic missile.

The U.S. center’s watch officers process more than 500 treaty notifications a month and are assisted by computer programs, databases and custom software, much of it developed by center staff.

The center’s work “is highly technical, and it is critical that we keep up with the dynamic technological landscape,” said Rose Gottemoeller, acting under secretary for Arms Control and International Security. Accordingly, the updated facility is “designed to improve operational efficiency and treaty notification monitoring using video collaboration systems, computer processing technology and better office functionality,” she said.

The center continues to cultivate stable communications with Russia and has a “core role in the implementation of the New START” treaty, she said.

Similar to the U.S.-Russia presidential “hotline” created after the Cuban missile crisis, the NRRC’S permanent government-to-government link has proven valuable in preventing crisis escalation by maintaining open communications between the world’s two largest nuclear powers.

Deputy Chief of the Russian Embassy in the United States Oleg Stepanov said at the opening ceremony that the NRRCs in Washington and Moscow promote nonproliferation and reduce the threat of nuclear conflicts. The NRRCs also assist in the implementation of treaties in the area of strategic stability, and Stepanov said they strengthen trust between Russia and the United States.

Further information about the NRRC is at [state.gov/t/avc/nrrec](http://state.gov/t/avc/nrrec).

## Education Advisors Organize European Tour

After a chance encounter at a 2012 conference in Houston, the Department’s EducationUSA advisors from Belgium, France, Norway and Spain decided to organize a European tour to promote five U.S. law schools’ master of laws (LL.M.) programs. The EducationUSA advising network gives students in Europe in-depth knowledge about U.S. study opportunities.

The LL.M. is an advanced academic degree pursued by those already holding a professional law degree. Since an LL.M. from an American Bar Association-approved law school makes a foreign-born lawyer eligible to apply for admission to the bar in certain states, it is highly sought after by European attorneys, especially younger ones, and is seen as a way to enhance a young lawyer’s international reach.

By leveraging their networks of contacts, the EducationUSA advisors organized a recruiting tour that allowed law school representatives to jointly travel longer and farther than on previous separate European LL.M. advising tours. The participating law schools—Georgetown, Vanderbilt, Pepperdine, Tulane and Washington University in St. Louis—visited four countries in eight days.

In each country, EducationUSA advisors designed workshops that allowed the university representatives to meet with an average of 50 prospective students at each event and address such topics as “Why study for an LL.M. in the U.S.?” and “Tips for preparing your LL.M. application and getting funding.”

The workshop in Norway was opened by Ambassador Barry B. White, an attorney

with more than 40 years of legal experience, who offered attendees advice on their future careers as attorneys.

The events included LL.M. program alumni, who spoke on their own U.S. experiences and promoted the Fulbright program. The Fulbright Board in each nation reported an increase in LL.M. applications following each event.

The schools’ representatives all said they’ll return next year for a similar tour, and the EducationUSA advisors in Belgium, France, Norway and Spain say they hope to expand the tour to more universities and more EducationUSA advising centers in the region. More information on the EducationUSA program, funded by the Bureau of Educational and Cultural Affairs, is available online at [educationusa.state.gov](http://educationusa.state.gov).

## Medal of Freedom Winner Highlights Heritage Month

In celebration of Hispanic Heritage Month, the Department's Hispanic Employees Council of Foreign Affairs Agencies (HECFAA), Office of Civil Rights and Bureau of Western Hemisphere Affairs featured labor leader and civil rights activist Dolores Huerta at a special event for Department employees in September.

Huerta co-founded the National Farm Workers with César Chávez,



inspiring thousands with the slogan "Sí, se puede!" ("Yes, we can!")

Deputy Secretary of State Thomas Nides opened the event by emphasizing that diversity "is especially important in an institution that has to work with people in every corner of the world."

He said Huerta "brings the same dedication to every cause she touches." Earlier this year, President Obama awarded Huerta the Presidential Medal of Freedom, the nation's highest civilian honor.

A lifelong advocate of marginalized communities and founder of the Dolores Huerta Foundation, which develops community organizers and national leaders, Huerta stressed the importance of building democracy. She urged attendees to "remind people that they do have power, that they can make changes," and that getting involved is "what makes democracy work."

Huerta also underscored the role of Hispanics and other ethnic groups in the building of the United States, saying, "It's very important that these contributions are recognized; we are not newcomers."

In October, HECFAA screened HBO's *The Latino List: Volume 2*, after which the film's producers answered questions from the audience. The film features interviews with a cross-section of Hispanic Americans, including Huerta, Univision President Cesar Conde and Ambassador Raul Yzaguirre, discussing their challenges and triumphs. HECFAA is on Facebook and Corridor, or can be contacted at [HECFAABoard@state.gov](mailto:HECFAABoard@state.gov).

## HR Course Becomes Official FSI Offering

After 11 years of being an unofficial course, the human resources (HR) training provided by the Joint Executive Office of the Bureau of European and Eurasian Affairs (EUR) and the Bureau of International Organization Affairs (IO) is now an official annual FSI course, EUR-IO HR American Programs Training (PA330). Since its creation in 2000 to train Locally Employed (LE) Staff and Eligible Family Members (EFM) who provide American HR support, course instructors have trained more than 300 LE Staff and EFMs in American HR programs.

This year's PA330 was held at the Regional Support Center in Frankfurt, Germany, and was conducted by a six-person team from EUR-IO/EX/HR. They taught 35 students from 28 EUR/IO posts and one student from Phnom Penh, Cambodia. Course topics included awards, interns, benefits, workers' compensation, fellowships, family member employment, summer hires, conduct and discipline, separate maintenance allowance, personally identifiable information and training.

"The training is a great way for our HR colleagues to meet and share experiences and lessons so they can better and more efficiently do their job and support the 2,900-plus EUR-IO American employees," said the deputy director of EUR-IO/EX/HR, Mary Alderete. She and course coordinator George Haas were responsible for much of its development.

The course constantly revamps its information and presentation to encourage maximum participation. Two-time attendee Sasa Kovac, from the U.S. Embassy in Sarajevo, said, "Each time I am there, I learn about things that cannot be found in the books. There is no teacher-student relationship; it is a workshop of peers." Monika Bilikova, 2012 class participant from the U.S. Embassy in Bratislava, concurred, saying the

class provided "a lot of information and new knowledge, and allowed sharing of HR experience among EUR posts."

Although geared for EUR and IO posts, the course has attracted HR participants from other bureaus. It has also built rapport between LE Staff and their Washington HR counterparts. "This has led to a closer working relationship and eliminated any hesitation LE Staff may have previously had in approaching us with issues and problems," said Haas.

More information about the course is available online at [fsi.state.gov](http://fsi.state.gov) or from George Haas at [HaasGF@state.gov](mailto:HaasGF@state.gov).



PA330 instructors and attendees gather for their class photo in October at the Regional Support Center classroom.

Photo by Rainer Arnold



## Secretary Notes Work-Life Advances

At an October gathering on balancing work and family life, Secretary of State Hillary Rodham Clinton spoke of her own challenges in that regard as her law firm's sole female partner in the late 1970s, but said work-life balance is no longer just an issue for women.

Keynote speaker Ellen Galinsky said her research shows that women are now just as willing as men to seek jobs with greater responsibility, regardless of whether they have children. Galinsky is president of the Families and Work Institute.

Although employers may now accommodate many family needs, that wasn't always the case. Secretary Clinton told a capacity crowd at the George C. Marshall Conference Center that when she became pregnant while at her law firm, "They were not sure what to do with me." When she gave birth in 1980 to her daughter Chelsea, she got a phone call from the firm congratulating her, and asking when she was coming back to work.

She replied she'd be back in four months, and "that's how I created the firm's first-ever maternity leave policy," she recalled.

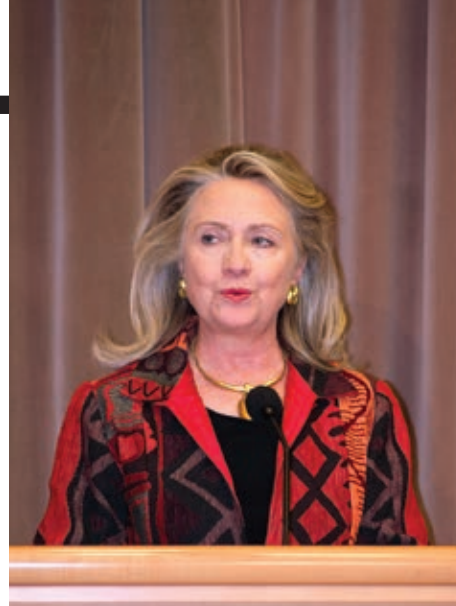
Maternity leave was later mandated by the

Family and Medical Leave Act, signed into law by President Bill Clinton, but Secretary Clinton said employees still need greater work-life flexibility since many now also care for aging parents; she noted that her elderly mother lived with her and her husband until her death a year ago.

The Secretary noted the Department's recent work-life advances, including the establishment of "lactation rooms" for mothers nursing infants, and said the Department is assessing emergency child care options for parents who serve in essential roles such as in the Operations Center. (The speech is on BNet at [bnet.state.gov](http://bnet.state.gov).)

The Marshall Center event was one of several work-life activities held in late October by the Bureau of Human Resources and an employee group called the Balancing Act that supports Department policies allowing for better work-life balance. (The group is on Corridor, and has a listserve at [lm1list.state.gov](mailto:lm1list.state.gov).)

Other activities focused on such topics as telework, alternate work schedules and job sharing. Job-share participant Jennifer



Secretary Clinton speaks at the Department's October work-life event.

*Photo by Ed Warner*

Mitchell said she and the woman with whom she shares her job in the Bureau of International Narcotics and Law Enforcement Affairs "copy each other on everything," avoid having one or the other take exclusive "ownership" on any project and "preserve our off days," since each has small children—the reason they sought to share one full time job. The situation works, she said, because she and her partner have similar work habits and the office culture supports balancing work and family life.

## Exchange Alumni Empower At-Risk Youth

In early October, a three-day workshop held by the bureaus of Educational and Cultural Affairs (ECA) and Western Hemisphere Affairs (WHA) in San Jose, Costa Rica, drew 29 exchange alumni from 12 countries to share best practices for empowering at-risk youth and improving citizen security. The attendees from Central and South America, Mexico and the Dominican Republic were civic leaders who participated in U.S. exchange programs such as Fulbright, the International Visitor Leadership Program, Study of the U.S. Institutes, Youth Ambassadors and Global UGRAD.

The alumni discussed best practices in drug and violence prevention and rehabilitation, and in protecting the rights of youth and women. They also discussed NGO program design, policy advocacy, youth counseling and building self-esteem.

The workshop included a visit to a park with after-school programs for at-risk youth and a briefing from Department of State officials on U.S. youth and security policy in Latin America.

The workshop reinforced the power of regional networks to address common challenges and placed participants in small groups to develop action plans for regional collaboration. The alumni have since begun using an online platform to share successes across a broader network of community leaders, and several collaborated on regional projects through an ECA alumni grant competition. ECA and WHA are supporting continued collaboration through monthly webchats on such key issues as organizational sustainability and training for youth-development professionals.

Several participants said that by sharing experiences they can now consolidate the most effective strategies for youth empowerment and violence prevention. Attendees also spoke of a need to change the mindsets of at-risk youth and policymakers by emphasizing the value of teaching youth to believe in themselves and offering them positive forms of self-expression. They called on policymakers and practitioners to avoid alienating at-risk youth by characterizing them as "the problem." Youth policy,

several participants argued, should be comprehensive, encompassing violence prevention; treatment and counseling for drug, violence and mental health issues; and social integration and opportunities for education and employment. ■

U.S. exchange alumni gather in Costa Rica to discuss youth empowerment and citizen security.

*Photo by José Castro*



# Direct from the D.G.

LINDA THOMAS-GREENFIELD  
DIRECTOR GENERAL

## Reaching Out to Retired and Retiring Employees

First of all, I would like to extend my best wishes to all of you and your loved ones for a healthy, prosperous and productive 2013.

Last month, I had the pleasure of participating in the annual Retirement Ceremony, where we celebrated the careers of approximately 200 recently retired Civil Service and Foreign Service employees. It was a great opportunity to acknowledge their many contributions to the State Department and to thank them for jobs well done.

Since the Department can benefit greatly from the talent and expertise of both our Civil Service and Foreign Service retirees, I hope those who are retiring will consider the possibility of returning to the Department as re-employed annuitants (also known as WAEs).

To move toward a more effective and efficient use of their talents, the Bureau of Human Resources (HR) is collaborating with bureau-level WAE coordinators and other program offices to develop the Department's first centralized WAE Global Registry Program. We will use a phased approach to begin the program's implementation this year. When the registry is finished, the HR Service Center (HRSC@state.gov) will be the initial point of contact for questions pertaining to the program.

At the Department, we recognize that we have a lifetime relationship with our retirees. To help maintain that relationship, we have an extensive Internet website (RNet.state.gov) for retirees' use. Resources available there include downloadable forms, a database of frequently asked questions and the Foreign Service Annual Annuitant Newsletter (found under "What's New").

Another way we maintain an ongoing relationship with our retired employees is by granting them access to the Harry S Truman Building. In fact, they can now escort their spouses and dependent children there as well.

With HR sponsorship, the Department recently approved the request of retired non-career ambassadors to also be granted unescorted building access. In December, I welcomed leaders of the Council of American Ambassadors and members of the group residing in the Washington, D.C. area, when they returned to the Department to celebrate the receipt of ID badges. I am grateful to colleagues in HR's Office of Retirement and the Bureau of Diplomatic Security's Credential Issuance Office for helping to make this happen.



Now I would like to share some tips with those of you who are retiring in the next few years.

Comprehensive retirement planning information can be found online on the HR Portal under the "Retirement" heading and on HR Online under "EBIS." EBIS also features the e-Retirement module, which employees must use to submit their retirement applications. Timely submission of applications is essential to timely processing. We urge employees to submit their applications at least 90 days prior to their retirement date.

To help motivate employees to submit their retirement applications on time, the Bureau of Human Resources established as a prerequisite that all employees must submit their retirement application prior to enrollment and course start date of the end-of-career Foreign Service Institute's Job Search Program (JSP). That prerequisite applies to all JSP students, including those from outside the Department.

The HR Service Center and the Office of Retirement are available to answer any retirement questions. You may call (866) 300-7419 or send your inquiries to HRSC@state.gov.

If you have any comments or suggestions about retirement-related issues or any other topic, please send them to me via unclassified e-mail at DG Direct. Thank you. ■

*Linda Thomas-Greenfield*



# Diversity Notes

JOHN M. ROBINSON  
OFFICE OF CIVIL RIGHTS

## Diversity and EEO Dashboards

You may have seen December's Diversity Notes, titled *What Is a Minority? Let Us Count the Ways*. It described the Department's reporting obligations to the Equal Employment Opportunity Commission (EEOC) and the categories historically used in this exercise. This article provides a snapshot of how those categories play into some of the work of the Office of Civil Rights.

All auto drivers are familiar with the concept of a dashboard—a display for the vehicle operator giving speed, direction and time—all provided to help you get to your destination. The dashboards of organizations display relevant numbers, trends and momentum—all to help ensure the organization is managing its workforce. The following dashboards show data on EEO complaints and employee diversity.

EEO complaints for fiscal year 2012:

- Formal complaints: 133
- Top three protected bases: reprisal (57), race (40) and sex (38)
- Top three issues: non-sexual hostile work environment (51), performance evaluation/appraisal (19) and promotion/non-selection (18)
- Findings of discrimination: 3

Demographics of the Department's Full-Time, Permanent Workforce:		
	Civil Service	Foreign Service
Women	55.7%	34.8%
Hispanic	5.1%	5.7%
Black	25.6%	7.0%
Asian American	6.4%	6.6%
American Indian	0.5%	0.3%
Native Hawaiian/Pacific Islander	0.2%	0.1%
Two or More Races	1.1%	1.4%
White	61.8%	80.1%
Targeted Disabilities	0.62%	0.18%

Dashboards, due to their brevity, do not paint the whole picture. Some other important pieces of information are:

- Asian American and Hispanic representation increased among the Department's Civil and Foreign Service employees between 2004 and 2012.
- African American representation in the Senior Executive Service (SES) also increased, as did African American, Asian American, Hispanic and female representation in the Senior Foreign Service (SFS). During the same period, Hispanic

and Asian American representation in the SES decreased, as did American Indian representation in the SFS.

- Persons with targeted disabilities—e.g., deafness, blindness, missing extremities, partial paralysis, complete paralysis, epilepsy, severe intellectual disability, psychiatric disability and dwarfism—represented 0.62% of the Civil Service and 0.18% of the Foreign Service in fiscal year 2012.

The Department's data reflect a mixed picture with areas of pride and areas for improvement. Since employment at State generally requires U.S. citizenship, a comprehensive background check and, for the FS, passing the Foreign Service Exam, even the federal workforce is not an adequate benchmark for comparison. So what is the goal? Simply this: the Department wants its workforce to reflect the diversity of the country we represent to the world.

As for EEO complaints, there were 133 complaints in the past year, three resulting in findings of discrimination, a slight increase over the past two years. Rising complaint numbers, however, do not necessarily mean that things are worse. It often means that employees have developed confidence in the system and in the ability of their managers to address concerns.


Here are the takeaways. The best recruiters are the Department's own employees. If you like working here, tell others who have excellent talent to offer. On the complaint front, managers and senior leaders should communicate with clarity and frequency, manage to clear standards and listen. EEO complaint mediation is highly successful, often because employees and managers are brought together to explain their perspective in a neutral setting, clarify misconceptions and listen to one another—sometimes for the first time.

The Department's workforce is becoming increasingly diverse and, after all, we want the best from all quadrants of our society. ■



A handwritten signature in black ink that reads "John M. Robinson".

# Erasing War's Dangerous Legacy



Senior Technical Advisor Charles Holloway examines unexploded ordnance from WWII on Maloelap Atoll.

Photo by Karl Trunk

## Post Seeks out Unexploded Ordnance

By Karl Trunk, consular officer,  
U.S. Embassy in Manila

Approaching the outer atolls of the Republic of the Marshall Islands (RMI), a visitor is immediately struck by the breathtaking beauty. Each island presents a postcard-worthy scene as lush jungles give way to white beaches with turquoise lagoons. Given their peaceful state, it is difficult to imagine that these islands were once sites of fierce fighting during World War II.

Japan seized the Marshall Islands from German control during the early stages of World War I, later administering them under a League of Nations mandate, and continued to occupy them during the 1920s and 1930s while building airfields, port facilities and fortifications. The islands served as a support base for offensive

operations and were used to prepare Japan's surprise attack at Pearl Harbor.

Later in the war, the Marshall Islands became a focal point for the Allied commanders' island-hopping campaign toward Japan's home islands. Supported by intense naval, aerial and artillery bombardment, the Allies drove the Japanese from the islands in a series of swift actions in early 1944. After the Japanese surrender in 1945, the Marshall Islands were left with an enduring reminder of the war—the presence of unexploded U.S. and Japanese ordnance.


Unexploded ordnance (UXO) consists of bombs, projectiles and other explosive devices that were left by departing military forces or were used but did not detonate. In her August 2012 address to the Pacific Islands Forum, Secretary of State Hillary Clinton spoke of the danger UXO poses to island residents. Some UXO contains explosives that can cause accidental injury or can be recovered and used by criminals. UXO also contains chemicals that can leak and pollute

water and soil, impeding economic growth and development. The U.S. government has committed \$2 million to UXO clearance in the Pacific Islands in recent years, and Secretary Clinton announced that the Department would seek an additional \$3.5 million to promote these efforts.

The Department's worldwide program to mitigate UXO hazards is managed by the Office of Weapons Removal and Abatement in the Bureau of Political-Military Affairs (PM/WRA). Since 1993, this program has contributed more than \$2 billion toward conventional weapons destruction, including mitigating UXO hazards, in more than 90 countries. In the Pacific, programs aim to remove UXO in Kiribati, Palau and the Solomon Islands, where PM/WRA funds help train local residents to conduct explosive ordnance disposal operations on Guadalcanal. (The United States jointly funds the project with Australia.)

At the request of the RMI government, the U.S. Embassy in Majuro coordinated





with PM/WRA to conduct UXO surveys on the island atolls of Mili and Maloelap in October 2012. PM/WRA deployed Senior Technical Advisor Charles Holloway, a former U.S. Army explosive ordnance disposal specialist with extensive experience supporting UXO removal operations, and a member of the WRA-funded Quick Reaction Force. Holloway emphasized that building a team with knowledge of local history and topography was essential for a successful UXO survey. He said local officials are usually the first to hear reports of ordnance sightings, and community elders often recall the severity and location of past UXO incidents.

The teams put together for the survey were composed of RMI and U.S. representatives, and the RMI Historic Preservation Office and local mayors and police officers supported surveying the two atolls. U.S. Ambassador to the RMI Thomas Armbruster joined the Mili survey, and I accompanied the team going to Maloelap.

Due to the limited availability of domestic flights in the RMI, reaching each of these atolls required an arduous open-ocean boat trip of several hours from Majuro. However, the results of the surveys more than justified the time and effort.

Surveyors saw many signs of the war. Partially buried and concealed by creeping vegetation, abandoned Japanese

bunkers are scarred and gutted but still intact despite heavy Allied naval and air attacks. The rusting wreckage of coastal artillery pieces and downed aircraft also dot the islands, and bomb craters several meters deep scar heavily hit zones.

On both of the atolls, the teams, traveling on foot and via small watercraft, found dozens of bombs and projectiles on land and under water. Accompanied by local officials and knowledgeable private citizens, Holloway photographed and measured the UXO, capturing their location coordinates with a Global Positioning System-enabled portable computer and noting their type and condition. This information will be stored and shared with the RMI government and other partner nations for planning future UXO clearance operations.

At each location, Holloway briefed local officials and residents on the dangers associated with each item based on its size, type, location and condition. He explained that, even before UXO is cleared, actions can be taken to lessen its risk to the local populace. These include cordoning off the surrounding area, teaching residents to recognize and avoid UXO and training emergency responders to recognize items that cannot be safely moved. He also cautioned residents against harvesting scrap metal or explosive materials for resale. This practice causes many UXO-related injuries in the Pacific Islands. Holloway also warned residents to be careful when burning brush to clear space for farming, as this may detonate buried UXO.



**Clockwise from left:** Children on Mili Atoll pose next to a WWII era weapon, a reminder that close proximity to such weapons and unexploded ordnance is a part of life for some islanders; A view of the picturesque beach and lagoon on an island in Mili Atoll; Members of the UXO survey team and local residents search for unexploded ordnance on Mili Atoll. *Photos by Matt Riding*



Residents, guiding the team around their settlement, displayed an ease that indicated they saw UXO as a normal component of their landscape. In that survey, the team found one aerial bomb weighing several hundred pounds located only inches from a heavily trafficked footpath often used by children on their way to play at the beach.

At the beach, the team discovered the skeletal remains of a Japanese artillery emplacement. The emplacement's ammunition magazine had been destroyed, leaving dozens of unexploded shells lying exposed on the shore.

With the survey completed, mayors of each community thanked the team and expressed hopes that the identified hazards would be removed soon. Local elders said they fear UXO endangers lives, particularly those of children too young to understand the dangers. Several residents said the surveys demonstrated America's commitment to the RMI and the strength of the RMI-U.S. partnership.

More information on the Department's UXO initiatives is available online at [state.gov/t/pm/wra](http://state.gov/t/pm/wra). 



# Online Challenge

## Bureau Uses Web to Help Develop PD Tenets

By Liza Davis, senior public diplomacy officer, Under Secretary for Public Diplomacy and Public Affairs, Office of Policy and Resources

When Under Secretary for Public Diplomacy and Public Affairs Tara Sonenshine joined the Department in April 2012, she made it a top priority to strengthen the profession of public diplomacy (PD) at the Department. Thirteen years after the consolidation of the former USIA into the State Department, Sonenshine wanted to draw upon the experiences of PD practitioners who have worked under both USIA and State, and integrate the strategies of PD professionals hired in the post-consolidation period.

She focused on improving the PD community's esprit de corps and fostering innovation, and issued a call for teamwork and integration of effort. In doing so, she echoed the QDDR's call for a highly professional, cohesive public diplomacy corps.

For Sonenshine, advancing the PD profession is key to a U.S. foreign

policy that robustly engages the world's people. "Public diplomacy is not only an honorable profession, it is a craft; one essential to U.S. interests and security," she said. "But to get the best results the profession must have a shared identity and purpose among PD practitioners."

To make PD a place where successful careers can be built, she set about developing a set of core values for all PD practitioners. Several years ago, some mid-level PD officers had volunteered to craft a set of PD leadership tenets, principles shared by all members of an organization. Supported by Sonenshine, that effort gained new life, and in 2012 the PD Leadership Tenets were launched.

PD used the Bureau of Consular Affairs (CA) leadership and professional development program as a model. CA's 10 leadership tenets describe the climate

needed in consular operations and guide consular officers as they become more effective leaders. Another influence on the PD tenets was the Leadership Tenets for Economic Officers developed by the Bureau of Economic, Energy and Business Affairs.

To ensure that the PD community had a voice in the process, the Office of Under Secretary for Public Diplomacy and Public Affairs (R) used crowd-sourcing to produce the preliminary tenets. All PD practitioners—whether assigned domestically or abroad, whether Foreign Service, Civil Service or Locally Employed Staff—were encouraged to contribute ideas and suggestions. When the Sounding Board held an online challenge to gather ideas in August and September 2012, more than 1,200 visitors to the PD Leadership Tenets Challenge website posted close to 140 comments and suggestions.



Office of International Information Programs' Sarah White, right, and Joanna Chau engage with audiences during a Thanksgiving webcast produced at Blair House and featuring, on screen, noted chef Art Smith and White House chef Cristeta Comerford.  
*Photo by Jane Chun*





Showing its spirit during a team-building exercise, the Public Affairs Section at the U.S. Embassy in Riga includes, clockwise from front left, Public Affairs Officer (PAO) Amy Storrow, Media Specialist Kristine Kreile, Education Assistant Ingrida Bodniece, Media Assistant Raimonds Andzans, Alumni/youth Coordinator Andris Purvlicis, Intern Daniel Spears, Locally Employed Staff Intern Alise Banga, Cultural Affairs Assistant Lauma Bruvele, Social Media Coordinator Inga Grinfelde, Cultural Affairs Assistant Marta Sarma and Assistant PAO Kerri Spindler-Ranta.

Photo by Edmunds Glebavics

At the close of the challenge, R's Office of Policy and Resources (R/PPR) led a team editing process to incorporate the input into the new tenets. The process resulted in discarding some old ideas and replacing them with new tenets championed by the community. For example, PD practitioners suggested recognizing the importance of language skills in PD work, and several emphasized the need to promote credibility in communication. The tenet "Communicate Effectively" was the result. It reads:

*We are communications professionals. Through mastery of many languages and diverse platforms, we inform, influence, and engage foreign audiences in support of U.S. policy. We are honest brokers who communicate credibly and transparently and listen actively to promote two-way dialogue.*

PD practitioners were pleased to see their contributions come to life. Julianne Paunescu, an office director in the Bureau of Intelligence and Research, weighed in on a new tenet that reflected PD's unique role in interpreting foreign public opinion.

"I've always believed that really understanding your audience is key to

developing good PD strategies as well as the conceptualization and delivery of messages and programs," she said. "So I was particularly pleased to have the tenet on understanding your audience included."

The "Know the Public" tenant reads as follows:

*We study and value foreign cultures, media, and political and social environments, and exchange viewpoints with diverse audiences to strengthen people-to-people relationships and to ensure that our policymaking incorporates a nuanced understanding of public perceptions.*

Bruce Wharton, a PD-coned officer who is now ambassador to Zimbabwe and who advised the drafters, said "PD's central idea is that regular people, citizens, are powerful.

"The tenets help PD professionals remember that power and our responsibility to use it ethically in promotion of human rights, peace, opportunity and prosperity for Americans and all other people," said Wharton.

The final tenets were launched via an ALDAC in October. Visit the PD Leadership Toolbox, on R's SharePoint site at [r.state.sbu](http://r.state.sbu), to view the tenets and supporting material. ■

## Public Diplomacy Leadership Tenets

### ● **Be Visionary**

We create and implement a strategic vision that advances U.S. foreign policy and promotes mutual understanding between American and foreign publics. In pursuing this vision, we connect public diplomacy programs to policy through outreach strategies that are creative, focused, and results-oriented.

### ● **Communicate Effectively**

We are communications professionals. Through mastery of many languages and diverse platforms, we inform, influence, and engage foreign audiences in support of U.S. policy. We are honest brokers who communicate credibly and transparently and listen actively to promote two-way dialogue.

### ● **Know the Public**

We study and value foreign cultures, media, and political and social environments, and exchange viewpoints with diverse audiences to strengthen people-to-people relationships and to ensure that our policymaking incorporates a nuanced understanding of public perceptions.

### ● **Innovate**

We encourage fresh approaches to public diplomacy and reward adaptability, critical thinking, and risk-taking. We adopt new technologies and outreach platforms that make our work more effective. We strive for excellence through continuous enrichment of our unique expertise in U.S. policy, values, history, and culture.

### ● **Model Integrity**

We hold ourselves to the highest standards of integrity, transparency, and professional conduct, both internally and in our external engagement work. We are reliable and effective stewards of the manifold personnel and financial resources entrusted to us.

### ● **Build Great Teams**

Our ability to unite disparate groups and find common purpose grounds our work and represents the best of American values. We build diverse teams and value the input of each person on our team, including non-PD colleagues.

### ● **Strengthen the Community**

We create a robust esprit de corps within our community to shape the future of public diplomacy. We recruit high-caliber candidates for PD positions and hone our professional skills through career-long learning. We believe that mentoring and professional development are priorities and responsibilities for all members of the PD community. We are advocates for PD within the Department of State and across government and the private sector.





American and Russian ice hockey players receive instruction from Soviet-era Olympian Vitali Prokhorov.

# MELTING THE ICE

## Hockey Exchange Strengthens U.S.-Russia Ties

Story by Emily Ronek, cultural affairs officer, Bureau of Educational and Cultural Affairs  
Photos by Ryan Murphy

In 2009, U.S. President Barack Obama and then-Russian President Dmitry Medvedev together reaffirmed that U.S.-Russia enmity had ended and that we share vital interests and can play leadership roles in the world by working together. Recognizing that working together requires mutual understanding of language, culture, values and perspectives, the two countries established the U.S.-Russia Bilateral Presidential Commission (BPC) in 2009.

The BPC set up working groups to develop government-to-government cooperation at all levels and across themes and to increase opportunities for both nations' citizens to work together on mutually beneficial issues. Among working groups on such matters as military cooperation, drug-trafficking and the environment is one on Education, Sports and Cultural Exchanges. That group's work led to an October event in Moscow where 20 high-school-aged American ice hockey players (10 boys and 10 girls) and four American coaches participated in more than a week of hockey diplomacy. The event combined both countries' love of sports, specifically ice hockey, and involved the public affairs section at the U.S. Embassy in Moscow, the Bureau of Educational and Cultural

Affairs (ECA), the Russian Ice Hockey Federation and the Russian Ministry of Sports. It also involved several hockey legends of Soviet Russia and at least one National Hockey League (NHL) star who is Russian, Alexander Ovechkin of the Washington Capitals.

American hockey players who participated were recruited by ECA's Sports Diplomacy Division, SportsUnited, in cooperation with USA Hockey, and hailed from schools, teams and hockey clubs in Minnesota and California. ECA's Assistant Secretary Ann Stock and Russia Desk representatives met with the exchange participants before they left for Moscow. The Russia specialists, one of whom had visited Russia on a high school exchange program, told the young players about living in Russia. Stock spoke of the important role of exchanges in foreign policy, and the importance of working through differences with Russia—on Syria, for example. She also underscored that the United States and Russia need a firm base of trust, respect and empathy to work together on some of the world's most pressing challenges.

On arriving, the American hockey players trained at the Novogorsk Olympic Training Center, just outside Moscow, where



Russian teams and athletes train before international competitions. To ensure the people-to-people element was top priority, the Russian Ice Hockey Federation arranged for a group of young Russian ice hockey players and coaches from a nearby club to stay at the facility alongside the Americans so the two groups could get to know each other.

Besides training on the ice together every day, the mixed American-Russian group ate together and toured Moscow together, including the Kremlin and the Ministry of Sports, where they met the deputy minister and signed a Russian ice hockey jersey that now hangs in the ministry's museum. Like young people worldwide, they are staying connected through social media.

They received sports and life pointers from some of the Soviet Union's and Russia's best known ice hockey players and administrators, including the vice president of the Ice Hockey Federation, Igor Tuzik, who was with the group every day, and the president of the federation, hockey legend Vladislav Tretiak. Alexander Ovechkin also spent time with the group, on and off the ice, as did Sergey Federov, the former NHL player and current CSKA Moscow general manager. Other famous hockey

players who spoke with the American and Russian youth included Alexander Yukashev, Vitali Prokhorov, Pavel Datsyuk, Ilya Kovalchuk and Ilya Bryzgalov.

While at a CSKA training event, one American coach said, "Kids are always surprised to see that even the most elite hockey players are still working on the basics in practice. Success isn't a secret or a gimmick. Elite players work hard, push themselves, master the basics and leave the ice better than when they started. Many have been gifted with various degrees of talent, but there are also many who have gotten there with relentless hard work."

If "ice hockey diplomacy" looks odd in the list of BPC accomplishments when sandwiched between Antarctic cooperation and tuberculosis prevention, it shouldn't. The BPC seeks to create a bilateral environment that allows current and future generations to work for peace, stability and prosperity. Perhaps some of the young American hockey players will be able to apply some of the teamwork skills they built during the exchange in negotiating rooms with their Russian colleagues someday. Two of the exchange participants are considering Foreign Service careers. ■



**Clockwise from left:** American ice hockey players receive instruction from Russian Ice Hockey Federation Vice President Igor Tuzik; Ambassador Michael McFaul, left, and Scott Macho, boys' varsity coach at a Minnesota high school, display the jersey presented to McFaul by USA Hockey during the exchange in Moscow; Russian students at a local secondary school made a poster to welcome the visiting Americans.



# ELEVATING ENTREPRENEURSHIP

## U.S. and Turkey Launch New Collaborations

By Thomas Coleman, economic officer, U.S. Embassy in Ankara

Turkey, one of the fastest growing countries in the world, is not the nation it was a decade ago, or even five years ago. Its economy is today the world's 17th largest and Europe's 6th largest, due in part to its strategic location among key markets in Europe, the Middle East, Russia and Central Asia. Although Turkey has tripled the size of its economy in 10 years and hopes to do so again over the next decade, it continues to seek new ways to engage more Turks in its race for development, especially since significant income disparity persists between western and eastern Turkey.

With the Turkish government looking to foster entrepreneurship as a way to boost economic growth, especially in less developed areas, Turkey is an ideal partner for U.S. entrepreneurship programs. Turkish entrepreneurs are well educated, technologically competent and globally oriented. They have an impressive confidence in their ability to compete internationally. Despite these positive factors, only six of every 100 Turks are entrepreneurs, a low rate given Turkey's level of development. A lack of organized capital financing mechanisms to support them has led many would-be Turkish entrepreneurs to seek jobs in traditional sectors, which keeps Turkey strong in sectors like textiles and machine parts but lagging in high-impact, knowledge-based sectors where entrepreneurs typically thrive.

To become a top 10 economy by 2023, the centennial of the founding of the Republic of Turkey, Turkey must encourage business risk-taking and help develop scalable high-impact companies in non-traditional sectors. This means expanding its strongest entrepreneurial sector, information and communication technology, while developing emerging sectors such as green energy and biomedical products.

The U.S. and Turkish governments began elevating the profile of entrepreneurship in June 2011 when Ambassador to Turkey Francis Ricciardone signed a Memorandum of Understanding (MOU) with M. Rifat Hisarciklioglu, president of the Union of Chambers and Commodity Exchanges of Turkey (TOBB).

The MOU established the Global Entrepreneurship Program (GEP) in Turkey ([gep-turkey.org](http://gep-turkey.org)). The U.S. Embassy in Ankara and the Department's Office of Commercial and Business Affairs partnered with the Economic Policy Research Institute of Turkey (TEPAV) and TOBB to launch GEP Turkey, which works with its partners to identify aspiring high-impact Turkish entrepreneurs, link them to global networks, train them and celebrate their successes. GEP Turkey has helped Turkey expand entrepreneurship, attract new U.S. investment and develop new contacts between

Turkish entrepreneurs and U.S. entrepreneurs and investors.

One GEP activity was the December 2011 Global Entrepreneurship Summit hosted by Turkish Prime Minister Erdogan in Istanbul. The summit highlighted Turkey's vibrant economy and progressive attitude toward promoting entrepreneurship, and provided entrepreneurs with training and networking opportunities. More than 3,000 participants listened to speeches by luminaries such as Vice President Joe Biden and Department Special Representatives Kris Balderston and Lorrain Hariton.

At the event, the AllWorld Network announced the "Turkey 25" rankings of companies, which broke AllWorld's records, with sales of \$37 million per company and an average 253 percent yearly growth between 2008 and 2010. A youth entrepreneurship forum showcased young entrepreneurs' businesses and allowed them to exchange best practices and network. Speakers included GEP Senior Advisor Shelly Porges and Linda Rottenberg, founder and CEO of Endeavor, a GEP partner and leading global incubator for high-impact entrepreneurs.

The Bureau of Oceans and International Environmental and Scientific Affairs (OES) held the finals of its Global Innovation through Science and Technology (GIST) competition at the summit in which 145 applicants from 21 countries competed and received personalized coaching, mentorship from technology commercialization experts and training on business model development.

In November, Ankara entrepreneur Taner Yildirim participated in the GIST Entrepreneurship Journey that brought top participants of the 2011 competition from around the world to Silicon Valley, New York and Boston to learn new skills. Participants also attended a White House entrepreneurship celebration. The second GIST competition is now under way, with strong participation from Turkish entrepreneurs.

U.S. Ambassador to Turkey Francis Ricciardone, left, and Union of Chambers and Commodity Exchanges President M. Rifat Hisarciklioglu celebrate signing of the GEP Turkey MOU.  
*Photo by GEP Turkey*







semifinalists, from sectors as diverse as mobile applications, green energy, education technologies and gaming hardware, made business pitches and received feedback from delegates. Turkish Deputy Prime Minister Babacan announced six winners. Delegates interacted with an estimated 300 Turkish entrepreneurs, met with Turkish President

**Left:** The winners of AllWorld Turkey 25 meet with Turkey's Economy Minister Zafer Caglayan, Development Minister Cevdet Yilmaz, Turkish Parliament Speaker Cemil Cicek and M. Rifat Hisarcikliglu at Turkey's 2011 Global Entrepreneurship Summit. **Below:** Representatives of the partners involved in GEP and PNB meet with Vice President Joe Biden, U.S. Ambassador to Turkey Francis Ricciardone, Turkish Deputy Prime Minister Ali Babacan and M. Rifat Hisarcikliglu at the 2011 Global Entrepreneurship Summit.

*Photos by GEP Turkey*

Also in November, the United States and Turkey launched a new OES-funded initiative, Building Opportunity out of Science and Technology (BOOST), a partnership in which 40 Turkish entrepreneurs, scientists, academicians and technology commercialization professionals will receive more than 70 hours of classroom training from experts in technology transfer and commercialization. The team with the best idea and business plan wins a one-week trip to a tech transfer workshop at the University of Texas.

Turkey was the first country to launch a chapter of Partners for a New Beginning (PNB), a public-private partnership initiative of the Department's Office of Global Partnerships. In PNB, prominent U.S. political, business and university leaders and private-sector leaders from Muslim-majority countries form a global network of business and civil society actors that works to build effective partnerships to promote economic opportunity, foster advances in science and technology and enhance educational opportunities and exchanges. At Turkey's 2011 summit, PNB Turkey brought together PNB chapters from around the Islamic world.

In Istanbul in March, the Massachusetts Institute of Technology (MIT) Entrepreneurship Center, General Electric Turkey and several Turkish universities held the world's premier student-led workshop on fostering entrepreneurship and building entrepreneurial ecosystems. Speakers included Ambassador Ricciardone and OES Acting Deputy Assistant Secretary for Science, Space and Health Jonathan Margolis. More than 400 entrepreneurs and executives, academics, financiers and government personnel from 40 countries participated. OES also sponsored a "startup boot camp" for 30 top Turkish entrepreneurs.

Another key 2012 event was the Entrepreneurship Delegation sponsored by GEP Turkey last spring, where 18 leading U.S. early-stage investors led by Special Representative Lorraine Hariton joined six Turkish investors in judging the Best of the Best Turkish Entrepreneurs Showcase. The top 32 Turkish entrepreneur



Abdullah Gul, participated in an investors' networking dinner and entrepreneurship roundtable and visited local business incubators and universities. As a result, U.S. delegates are pursuing more than 30 new investments in Turkish start-ups.

In the spring of 2012, GEP Turkey also sponsored workshops to help Turkish journalists provide stronger coverage of Turkish start-ups and foster public awareness of Turkish entrepreneurs and their successes.

This year, GEP Turkey and TEPAV will launch a business incubator called Garaj at TOBB University in Ankara. Garaj will offer Turkish start-ups workspace, broadband connectivity and shared support services, and serve as a hub for Ankara's start-up community. It will also be a focal point in Ankara for international entrepreneurs seeking to connect with Turkish entrepreneurs and the local start-up ecosystem.

In these programs, Mission Turkey has played an important role, with its economic and public affairs sections leading the engagement. The mission has forged a strong bi-national team with prominent Turkish and U.S. business organizations, and continues to build new connections to foster entrepreneurship and innovation in both countries. ■



# Visa Waiver Program

## Consular Outreach a Hit in Taiwan

By Christopher Dostal, consular officer, American Institute in Taiwan, Taipei

One recent, warm October evening in Taipei, the crowds bustling through one of the city's many night food markets were amazed to be greeted by a senior U.S. official among the snack stands, distributing informational flyers and chatting with local residents as with old acquaintances. The presence of Under Secretary of Commerce Francisco J. Sánchez was surprise enough, but the bigger surprise was that he carried a message about how travel to the United States was now much easier.

The Under Secretary was promoting Taiwan's entry into the U.S. Visa Waiver Program (VWP), and the new, simple procedures that allow Taiwan residents to travel visa-free to the United States. His visit capped a month of aggressive U.S. outreach across the island by the American Institute in Taiwan (AIT), an effort that brought AIT's consular and public affairs sections, and particularly its entry-level officers (ELOs), face to face with the people of Taiwan like never before.

Secretary of Homeland Security Janet Napolitano announced Taiwan's designation as a VWP member in October 2012, less than a year after President Barack Obama's January 2012 Executive Order that called for increased efforts to expand the VWP and encourage

more travel from VWP participants. Why the focus on promotion and VWP? Secretary of State Hillary Rodham Clinton said it most succinctly at this year's Global Travel and Tourism Conference: "It is about jobs." She noted that the average tourist from overseas spends \$4,000 in the United States, and that every 65 international visitors to the United States generates enough exports to support an additional travel and tourism-related job.

With Taiwan eager to strengthen its security protocols to meet VWP requirements, its inclusion in the program simply made sense. After a quarter of a million visitors from Taiwan traveled to the United States in fiscal 2011, Taiwan's Ministry of Foreign Affairs projected this number will reach 600,000 in the year following Taiwan's VWP entry. That's a lot of U.S. jobs.

Taiwan's entry into the VWP was met by island-wide celebration, but the announcement contained some fine print: "Like other VWP travelers, eligible Taiwan passport holders will be required to apply for advanced authorization through the Electronic System for Travel Authorization (ESTA), a DHS Web-based system." That's a mouthful, and although the essence of ESTA is simple, the details, inevitable exceptions

and required use of online application can confuse the average traveler. Taiwan's VWP designation was clearly just a first step toward implementation.

Five months prior to Taiwan's receiving VWP designation, AIT's then-Consular Section Chief Julie Kavanagh asked public diplomacy (PD)-coned ELO Consular Officer Felix Salazar to develop a VWP outreach rollout plan. He drafted a multipronged plan, in coordination with AIT's public affairs section (PAS) and commercial section, which aimed to raise awareness of VWP and sign Taiwan up for ESTA.

As soon as Taiwan's designation was announced, new Consular Section Chief Morgan Parker and Deputy Section Chief Todd Stone set the plan into motion and deployed their 10 ELOs to outreach events throughout Taiwan, directly engaging Taiwan's residents, handing out informational flyers and helping people register for ESTA.

"This group of entry-level officers is one of the best I've ever worked with," said Parker. "Their professionalism, dedication and diversity really allowed me to let them manage this historical step in the development of people-to-people relations between the United States and Taiwan."

After the first two outreach events, it became clear that the focus should be on events promoting ESTA registration. ELO Elizabeth Liu, also a PD-coned consular officer, suggested setting up registration booths in Taipei's popular night markets. Salazar said he and Liu "drew up a list of Taipei's public gathering places that we thought best hummed with local traffic, and away we went."

Working with PAS, the consular section spent the next month interacting with the people of Taiwan on sidewalks and at universities, national monuments, subway stations, luxury shopping malls and night markets.

One October morning found a group of consular officers and Locally Employed Staff



Consular Officers Felix Salazar, left, and Neil Gibson, right, greet visitors to Taipei's Raohe Night Market with information on the VWP.

*Photo courtesy of the United Daily News*





**Top:** Consular Officer Felix Salazar discusses the VWP with local media in front of AIT Taipei. *Photo by Shirley Lai; Middle:* Taipei 101, once the world's tallest building, dominates the capital city's skyline. *Photo by Todd Stone; Bottom:* AIT Director Christopher Marut engages Taipei residents and distributes information on the U.S. Visa Waiver Program at the Ching Kuang Night Market. *Photo by Todd Stone*



set up at 6 a.m. outside the centrally located Sun Yat-sen Memorial with tables, computers for ESTA registration and informational flyers. They were surrounded by local residents organized into exercise groups practicing Tai Chi, ballroom dancing and sword fighting.

One group of elderly residents danced in formation to the song "Gangnam Style," and Liu, informational flyers in hand, couldn't resist joining in the dance line, she said.

In the evenings, AIT staff, including Director Christopher Marut, were back at the local night markets. Their outreach efforts, often accompanied by the aroma of Taiwan's unofficial national snack, "stinky tofu," attracted attention and before long, Taiwan's Ministry of Foreign Affairs began joining the outreach events, a development welcomed by AIT and the people of Taiwan.

The consular staff's daily, rain-or-shine physical presence throughout Taipei was covered by local media, and the ELOs became familiar faces on Taiwan's mainstream news TV and radio stations.

There was even a popular digital conversation between Taiwan's netizens and ELO Consular Officer Chunhong Saeger and a visiting Department of Homeland Security representative in a Google Hangout site. Liu and ELO Consular Officer D.R. Seckinger also joined the Google Hangout from a local night market.

The consular section's innovative approach reaped great dividends, as thousands of people met AIT consular officers, and Taiwan's media saturated the island with AIT's visa waiver message.

"I have never in my entire career seen such glowing, widespread positive reaction to an outreach effort by a U.S. mission," said Deputy Consular Chief Stone. "Our visits to places frequented by 'ordinary folk' made an amazing impression. Cab drivers, street food vendors and even my barber keep asking me which night market we're going to next so that they can go, too. Now that's effective PR."

In November, AIT Director Marut, en route to Washington, D.C., accompanied Taiwan's first group of visa waiver travelers to the United States aboard a full China Airlines flight from Taipei to Los Angeles. He called it a "milestone in people-to-people relations."

Taiwan has since extended reciprocal visa treatment to U.S. citizen travelers, permitting 90-day visa-free stays. ■



# Passage Through India

## Consulate's Outreach Promotes U.S. Travel

By Sarah Talalay, vice consul, U.S. Consulate General in Chennai

At the western border of the consular district of the U.S. Consulate General in Chennai, the Indian state of Kerala is promoting investment by IT companies. The neighboring state of Karnataka, home to India's Silicon Valley, Bangalore, knows one factor affecting U.S. investment is that the city's dozens of technology companies must be able to send workers on business trips to the United States every day.

To promote awareness about U.S. visas, 17 consular officers and four Locally Employed Staff from the consulate general this fall spent a week crisscrossing their South Indian district to explain new visa application procedures and promote U.S. business opportunities and practice their Foreign Service skills. In separate groups, they traveled more than 2,000 miles to the

cities of Port Blair, Thiruvananthapuram, Kochi, Bangalore and Puducherry, touching every corner of the three-state, three-territory district of 160 million people, who speak seven official languages.

"Obviously, a huge part of doing business with the U.S. is being able to travel to the U.S.," said James Golsen, Chennai's Principal Commercial Officer. "Having consular officers there allows us to focus on investment and direct visa questions to the appropriate source."

The group stopped at nine universities and two high schools to discuss student visas, and at three hospitals they strengthened their American Citizen Services (ACS) contacts. The farthest-flung trip was to Port Blair on the consular district's eastern edge in the remote Andaman and Nicobar Islands,

where tourism from the United States is steadily rising.

They helped inaugurate two American Business Corners (ABCs) to promote U.S. business and held the consulate's first Direct Line Webinar with U.S. companies. The webinar is an initiative of the Bureau of Economic and Business Affairs that seeks to connect chiefs of mission with domestic businesses to boost exports.

They also spoke with residents about the media's role in the U.S. presidential elections, helped an elderly Social Security recipient celebrate his birthday and joined Consul General Jennifer McIntyre in handing out Amazon Kindle tablet readers at a high school where Muslim students are learning English.

Veteran officers with decades of Foreign Service experience said they'd never seen



Chennai Fraud Prevention Manager Abby Aronson speaks to students at MRK Institute of Technology in Cuddalore, near Puducherry.  
Photo Courtesy MRK Institute of Technology





**Above:** Vice Consul Susan Dunathan meets with girls at the Balika Niketan orphanage in Port Blair. *Photo by Sudha Ashok*; **Right:** Chennai Principal Commercial Officer James Golsen and Deputy Consular Chief Michael Cathey speak before a packed house at the Emerging Kerala convention in Kochi. *Photo by Sarah Talalay*

such a large and strategically planned series of simultaneous trips.

“What we did here went above and beyond our basic [outreach] requirement,” said Deputy Consular Chief Michael Cathey, who gave visa presentations to packed houses in Kochi. He said his team discussed visas and ACS, did business outreach and “learned the importance of being a control officer, setting schedules, arranging trips. Those are skills everyone needs to know to be a successful Foreign Service officer.”

Consular Chief Nick Manring, who joined two first-tour officers in Thiruvananthapuram, said the trips aimed to boost officers’ professional development and visit locations with high-potential student applicants. The outreach was well timed, he said, because Ambassador Nancy Powell was concurrently visiting the consular district for a state-sponsored trade and investment convention, and Mission India was launching new Global Support Strategy visa application procedures.

“I think it’s important to get officers out of the office, especially officers new to an area, to get them out to learn about the consular district on the ground,” Manring added. Trips to Thiruvananthapuram and Kochi focused on business, specifically visas and investment opportunities with U.S. companies. The trip to Bangalore was mainly for officers who had yet to visit the IT hub, which is the source of tens of thousands of Chennai’s work visa applications. Travel to Puducherry, a former French territory known for its high literacy rate



and historic ashrams, gave officers a chance to check out services available for American citizens in the region that was hardest hit by Cyclone Thane in December 2011.

Chennai’s Fraud Prevention Manager Abby Aronson said the widespread outreach shows how committed the consulate is to reaching all its residents. In 2011, Aronson was the leader of a consular section bus trip to Bangalore for 14 entry-level officers to visit companies that are the source of many of Chennai’s business visa applicants. This time, Aronson joined two first-tour officers in Puducherry, and said their skills have grown markedly in a year. She said getting out of the consulate to see visa applicants and where they’re traveling from helps make better officers.

“We’re here to represent the United States, and it’s hard to do that from behind a wall,” she said, referring to the consulate’s visa interview windows.

Gaetan Damberg-Ott was six weeks into his Chennai consular tour when he took the trip to Bangalore and met with representatives of IBM and Robert Bosch.

“I understand that for safety we need to do interviews behind bullet-proof glass, but I think it’s really useful to sit across the table from potential applicants and to be able to have a frank conversation outside of the

interview environment,” he said.

Rachel O’Hara, a public diplomacy-coned officer, appreciated the opportunity to practice skills in Bangalore that she expects to use in future tours. Daniel Madar, a first-tour officer with an IT background, said talking with company officials has made him more open-minded about his visa adjudications. “You don’t have time to learn about the company at the window in a one- to two-minute [visa] interview,” he said.

Visiting two high schools for student visa sessions was Non-immigrant Visa Chief Chris Rose’s idea of a way to get students thinking even earlier about studying in the United States.

The Andamans visit was aimed at strengthening ACS contacts, said Vice Consul Susan Dunathan, since U.S. tourism to the 330-island chain is on the rise.

Through August 2012, 1,030 U.S. tourists had visited the islands, up from 305 in all of 2003. Dunathan met with Chennai’s warden and government officials, visited a local hospital and orphanage, and met members of the Nicowery Tribe, who still live in wooden huts with thatched roofs. “It does broaden my understanding of different parts of Indian culture,” she said.

Consular officers also had an opportunity to act as control and site officers advancing

events for the ambassador. Alongside the public affairs and Foreign Commercial Service staff, they provided context for visa interviews and procedures.

According to S. Ramakrishnan, secretary of the Indian Chamber of Commerce, which hosted the ABCs and the Direct Line event, Ambassador Powell’s visit during the outreach events was well received, especially by the media.

“The participation of so many high-ranking officials from the U.S. Embassy and the consulate was a matter of great pride for us,” Ramakrishnan said.

Vice Consul John Hall, who visited Thiruvananthapuram, said he loves clearing up misperceptions among aspiring visa applicants and has found outreach has boosted his confidence, especially in public speaking.

Consul General McIntyre said the massive outreach blitz hit on the consulate’s major priorities. “Our consular officers are key players in advancing our commercial goals in South India, facilitating the efficient travel of legitimate businesspeople, students and tourists,” she said. “Our consular staff are not only demystifying the visa process for future travelers to the U.S., but in the process also promoting goals of mutual understanding and forging new relationships for the consulate.” ■



# Partners in Progress

## Department Engages Pakistani-American Diaspora

By Kristen Fiani, desk officer, Office of Pakistan Affairs, SRAP



Secretary of State Hillary Clinton has noted that communities of people disbursed from their homelands “have enormous potential to help solve problems and create opportunities in their countries of origin.” Thus, the Office of the Special Representative for Afghanistan and Pakistan (S/SRAP) works closely with Pakistani-Americans, that nation’s diaspora in the United States, to advance U.S. policy and development goals, and improve ties between the two nations.

There are approximately 750,000 Pakistanis in the United States, largely in Houston, New York, Los Angeles, Chicago and Washington, D.C., but also in smaller communities. Many want to use tools such as language skills and cultural familiarity to help bring together their old and new homelands, and advance a collective vision for a secure, stable and prosperous Pakistan.

Aakif Ahmad, co-founder of Convergence Center for Policy Resolution and frequent collaborator with the Department, believes “Deeper people-to-people engagement between the U.S. and Pakistan can promote constructive dialogue and partnerships among diverse constituencies and offer an enduring platform to support improvement in the overall relationship.” He cited partnerships, commercial agreements, sister-city and sister-school arrangements, interfaith programs, educational and cultural exchanges and collaborations as

Among the dignitaries at the launch of the U.S.-Pakistan Women’s Council in September were U.S. Ambassador for Global Women’s Issues at Large Melanne Verveer, far left; Secretary of State Hillary Rodham Clinton, center; Pakistan’s U.S. Ambassador Sherry Rehman, third from right; and Imran Malik, president of the Organization of Pakistani Entrepreneurs of North America Washington, D.C., chapter, far right.

*Department of State photo*

ways to promote a more cooperative U.S.-Pakistan relationship.

SRAP’s ongoing dialogue with Pakistanis and Pakistani-Americans focuses on identifying and jointly pursuing shared interests with Pakistan. SRAP’s Office of Pakistan Affairs, for instance, recently added to the Foreign Service Institute’s Familiarization Course a diaspora-led panel discussion to help officers headed to Pakistan better understand Pakistani-American perspectives on the relationship.

SRAP’s engagement with Pakistanis in the United States focuses on such mutual priorities as economic advancement for youth and women. In the fall of 2011, the Pakistan Office and the U.S. Embassy in Islamabad brought together a group of successful Pakistani-American entrepreneurs and aspiring Pakistani entrepreneurs via video conference to discuss how the diaspora could help Pakistani entrepreneurs raise



capital and grow their businesses. This conversation continued offline into February 2012, when the U.S. Consulates General in Lahore and Karachi, along with new panelists from among Pakistani-American entrepreneurs, joined the conversation. Roughly 80 young entrepreneurs in Pakistan benefited from that business advice. SRAP and the embassy will expand the video conference series to incorporate other topics like access to capital and pitching business ideas to Western investors.

In March 2012, the embassy cosponsored the Young Entrepreneurs' Conference in Islamabad, which drew more than 300 aspiring entrepreneurs from around Pakistan. Pakistan-born Javed Qamr, who advised on event coordination, said he was surprised "when the State Department reached out to me to help them with an event in Islamabad." Qamr, past president of the Washington, D.C., chapter of the Organization of Pakistani Entrepreneurs (OPEN DC), said he's since had frequent dealings with Department employees and credited the event's success to the Department's collaboration with the Pakistani-American diaspora.

Another member of OPEN DC, venture capitalist Abbas Valliani, filmed a welcome video for conference participants, pledging the diaspora's assistance to Pakistani start-ups. Attendee Aakif Ahmad came to Islamabad for the event to speak about leveraging diaspora contacts. He then traveled around Pakistan for two weeks to encourage young people to become entrepreneurs.

In keeping with the videoconference model, the Pakistan Office later hosted a group of Pakistani-American bloggers at the State Department for a conversation with Karachi-based social media activists that let participants discuss media stereotypes of Pakistanis in the United States and Americans in Pakistan.

"Social media influencers all over the world, but particularly in places like Pakistan and its diaspora communities, find themselves on the front lines of the most important political and cultural issues in their communities," said Shahed Amanullah, senior advisor for technology for Special Representative to Muslim Communities Farah Pandith, who participated in the videoconference.

In May 2012, the Pakistan Office hosted Pakistan's first Oscar winner, Sharmeen Obaid-Chinoy, for a discussion with Secretary Clinton and diaspora women on her award-winning documentary, "Saving Face." The film explores the disturbing trend in Pakistan where extremists throw acid on women who they perceive as having dishonored a man. After the showing, the Association of Pakistani Physicians of North America (APPNA), a leading diaspora organization, offered to send a medical team to Pakistan to assist victims of these acid attacks.

Ambassador Robin Raphel, formerly Assistant Secretary of State for South Asian Affairs and now Special Advisor within SRAP, believes diaspora activism is gaining momentum.

"It is impressive and very exciting to me how much the Pakistani-American diaspora has evolved over the last 20 years in terms of its participation in civil society in this country and in Pakistan," she observed. "They are better organized, more active and more ambitious in pursuing initiatives that really matter to them."

In July 2012, Ambassador Raphel and the director of the Pakistan Office, Tim Lenderking, spoke to more than 3,000 attendees at APPNA's annual conference, addressing bilateral relations and U.S. assistance to Pakistan. The latter topic is of particular interest to diaspora audiences, given their interest in education and health projects.

"I appreciate the many opportunities we have to meet with Pakistani-Americans from all parts of the country, said Lenderking,



Former U.S. Ambassador to Pakistan Cameron Munter prepares to speak at the Young Entrepreneurs Conference in March 2012.  
*Embassy Islamabad photo*

who has traveled to California, Kentucky, Pennsylvania and elsewhere to meet Pakistani Americans. "They provide a new and enlightening perspective on the issues in our engagement with Pakistan, and we are fortunate to have them as a sounding board and a source of expertise and guidance."

Raphel and Lenderking also spoke to young Pakistani-American leaders at the U.S.-Pakistan Foundation's Youth Conference in Washington, D.C., a few days after the APPNA event, encouraging younger Pakistani-Americans to educate their peers about Pakistan to help overcome negative themes in the media.

The months of collaboration between SRAP and the women of the diaspora prior to the 2012 United Nations General Assembly led to the successful launch of the U.S.-Pakistan Women's Council in September. The council, a private-public partnership cofounded by the State Department and American University in coordination with OPEN, seeks to promote the economic advancement of women in Pakistan.

"The case for the Council is an economic one," says Sarah Peck, the council's executive director. "Employing women is good for business, good for the economy, for families and for Pakistan. The diaspora community is a key partner in this effort."

Council members include individuals and representatives of diaspora organizations, corporations and academic institutions. Ray and Shaista Mahmood, active members of the diaspora community who frequently host events at their home to bring together Pakistani and American officials and members of the diaspora, say the council is a way to leverage the diaspora's insights, expertise and connections. "My family and friends are always looking for ways to help the land where we were born; the Council provides a tangible way to do just that," said Shaista Mahmood, one of the council's founders.

OPEN DC President Imran Malik also helped to design the council, and his organization will serve on its executive committee, providing business expertise. He said it was a pleasure to working with the Department to promote entrepreneurship and set up a public-private partnership between Pakistani-Americans and Pakistan's entrepreneurs.

"This is a great and significant step, and I sincerely believe that good things will result from this honest and deliberate dialogue and exchange," he observed.

SRAP will continue to pursue its joint activities and nurture its relationships with the Pakistani-American diaspora. "All of a sudden I feel that we are a team working together for a better relationship between Pakistan and United States," Qamr said.

It's safe to say the feeling is mutual. ■



# Remnants of War

## U.S. Navy Dolphins Make a Splash in Montenegro

By Marko Cimbalevich, political-economic officer, U.S. Embassy in Podgorica

Montenegro's stunning Bay of Kotor, with its sheer mountains plunging into the Adriatic and its walled medieval cities, hosts thousands of visitors from around the world each year. But in October, six unusual visitors from San Diego grabbed the attention of the Montenegrin people and earned their gratitude. In the first joint effort between the State Department and the U.S. Navy's Marine Mammal Program (MMP), six specially trained U.S. Navy bottlenose dolphins and their handlers spent three weeks identifying and marking underwater explosive remnants of war (ERW) in the Bay of Kotor.

During this exercise, U.S. Navy explosive ordnance disposal divers provided

instruction for their Montenegrin, Slovenian and Croatian counterparts in the first comprehensive training in clearing underwater ERW conducted by the Department of Defense's (DOD) Humanitarian Mine Action (HMA) program.

In October, an MMP team of 23 Americans and six dolphins arrived on a U.S. Air Force C-17 cargo airplane at Tivat Airport along with 11 members of the U.S. Navy's Explosive Ordnance Disposal Mobile Unit One.

After almost three years of coordinated planning involving all sections of the U.S. Embassy in Podgorica, the DOD, and the Montenegrin government.

In October, an MMP team of 23 Americans and six dolphins arrived on a U.S. Air Force C-17 cargo airplane at Tivat Airport along with 11 members of the U.S. Navy's Explosive Ordnance Disposal Mobile Unit One. The embassy's Defense Attaché Office led this coordinated effort over the past three years to bring the program to Montenegro. Planning involved all embassy sections and partnership with DOD and the government of Montenegro and its Ministry of Defense and Navy, setting the stage for detecting the large amount of ERW in the Bay of Kotor, some dating to both world wars.

The exercise aimed to help the Montenegrin government identify the ERW

One of the dolphins in the exercise gets a pat from a handler.  
*Photos by Embassy Podgorica*







**Left:** Captain Predrag Supic of the Montenegrin Navy speaks at a joint press conference during Operation Dolphin 2012 in October 2012. *Photo by Sasa Brajovic;*  
**Below:** One of the ordnance-detecting dolphins gets a treat during Operation Dolphin 2012. *Photo by Embassy Podgorica*

in the bay, home to a large amount of ERW, some of it dating from both world wars. The program relied on the dolphins' unique abilities and trained the Montenegrin Navy in techniques to search for, locate, mark and identify the ordnance, an environmental and safety risk to the residents, tourists, cruise ships and recreational vessels.

The MMP dolphins are trained to locate underwater ERW using their biological sonar capabilities. Human divers and technology such as radar and sonar cannot match the dolphin's capabilities. When a dolphin detected a suspected ERW during the exercise, its handler gave it a marker, which the dolphin then placed near the object. The dolphin team then left the area and Navy divers and Montenegrin Navy were sent to conduct their own dives in the area and identify the object the dolphin originally marked.

Divers from Slovenia and Croatia also participated, making this a multinational exercise. The training and technical assistance included underwater searching and navigation, ERW reacquisition, diving medicine and casualty evacuation. The exercise, the first comprehensive underwater ERW clearance-training by the HMA program, aided Montenegro as well. That nation wants to join NATO, and the exercise let its naval personnel train with allied militaries, promoting mine-counter-measures skills and NATO interoperability.

Aiming to raise the skill levels of Montenegrin Navy divers, Ambassador Sue K. Brown presented them more than \$70,000 in special diving equipment purchased through the U.S. European Command's HMA Program. The exercise with dolphins



and divers was also made possible by a \$100,000 grant from the Department's Office of Weapons Removal and Abatement.

The exercise received extensive media coverage, including a story in the U.S. military publication Stars and Stripes. Montenegrin citizens of all ages also were eager to see the dolphins. In a country with no public aquarium, crowds gathered daily at an adjacent pier to see and photograph the mammals from a short distance. They also were days set aside for public viewings, and an open house that garnered media coverage on the dolphins' skills,

achievements of the Montenegrin Navy and U.S.-Montenegrin partnership.

After nearly a month in the Bay of Kotor, the dolphins returned to San Diego. Embassy Podgorica, led by the Defense Attaché Office, will now compile and present to the Montenegrin government the location coordinates of the ERW identified during the exercise. The Montenegrin Navy, in turn, will use that information, plus its training from the exercise and the donated equipment, to begin the process of removing ERW from the bottom of the bay—making it as beautiful and safe as the surrounding landscape. ■



# NET SAFETY

## Office Protects U.S. Diplomats from Digital Attacks

Story by Marlene Chandler, program chief, Policy and Awareness, Office of Computer Security

Photos by Kevin Casey, Bureau of Public Affairs

The target was an embassy workstation in East Asia. The bait was a cleverly forged e-mail carrying what appeared to be a copy of a government official's speech. When an unsuspecting user clicked on the infected attachment, it launched malicious software, triggering an intense three-week chase as the Bureau of Diplomatic Security's (DS) cyber security team pursued network intruders who were infiltrating computers and installing back-door communication channels all across the region.

"It was a classic Trojan Horse incident—an e-mail attachment loaded with malicious computer code that goes from compromising a single machine to attacking an entire network," recalled Mary Stone Holland,

director of DS's Office of Computer Security (DS/SI/CS), whose analysts and engineers led the Department's response to the May 2006 incident.

This kind of e-mail attack, known as "spear phishing," requires a multibureau task force and some creative engineering by the Bureau of Information Resource Management (IRM) and DS cyber teams. Such incidents have since become common throughout government and industry. Yet that monthlong battle against sophisticated adversaries exploiting a never-before-seen vulnerability in Microsoft software, galvanized the DS/SI/CS strategy for responding to such intrusion attempts. It also demonstrated how cyber security has

become essential to the Department's digital diplomacy and ensures the reliability and integrity of daily business operations.

"In looking back, it validated our basic operations model and taught us how to respond to a complex cyber incident in real time," Holland said. "We've since built

The office's division chiefs and program leads include, standing from left, Chuck Seel, Mike McLaren, Bill Stevens, Victor Ratermanis, Mike Paluszay, John Kemon, Steve Van Brackle, Kevin Power, John Vessey, Jim Sandlin and Chris Edmonds. Seated from left are Jason Bates, Anthony Hickey, Dion Herbert, Mary Stone Holland, Brian Rodger, Marlene Chandler and Mary Lou Mapp.







officers (RCSOs) to provide timely information systems security support, expertise and hands-on assistance to U.S. missions worldwide. These specially trained Foreign Service security engineering officers are its “boots on the ground” for security assessments of posts’ cyber security postures. The RCSOs proved vital to DS’ efforts to combat the 2006 intrusion mentioned above, by investigating computer compromises at EAP sites and helping restore those locations to normal operations.

Adding another dimension to this global cyber threat picture is the CS Security Scanning program. A team of security

**Left:** The author introduces Dr. Robert Young, right, guest speaker at a National Cyber Security Awareness month event in the Loy Henderson Auditorium in October. **Below:** Enterprise Security Services Division Chief Victor Ratermanis, right, discusses system vulnerabilities at a staff meeting at the Office of Computer Security in October. Also shown, from left, are John Vessey, Jim Sandlin and Michael McLaren.

off that experience to continually improve how we detect, react, analyze and respond to network intrusions and other pressing cyber threats.”

The DS/SI/CS team safeguards the Department’s global diplomacy networks, which support 275 overseas embassies and consulates in more than 190 countries and involve more than 100,000 users. To protect this international maze of IT assets, information and users, DS/SI/CS’s “defense-in-depth” strategy deploys an array of security teams, tools and operational programs to uncover and close security holes before malicious actors can exploit them.

“Our mission is to detect, respond to and defend against any cyber threats to the Department, as well as detect and correct any vulnerabilities in the Department’s infrastructure,” said Holland. “All our functional programs work like interlocking spokes to provide the best front-line support. We must always think ahead and position ourselves to be prepared for the latest threat.”

In the Office of Computer Security, the Incident Response Team (DS/CIRT) maintains a 24/7 DS cyber security operations center, where analysts provide near real-time detection, collection, analysis and reporting of cyber security events that threaten Department networks. The center’s intrusion-detection sensors flag millions of questionable computer network traffic events that are correlated with other security data sets to validate whether an event represents a threat to the Department. The DS/CIRT team coordinates with numerous



Department offices to remediate security events upon detection, and reports the status of Department cyber security to senior management daily.

From fiscal 2010 to fiscal 2012, the number of DS/CIRT incidents more than doubled, from 7,269 to 16,740. A member of the DS/CIRT team works full time on the watch floor at the U.S. Computer Emergency Readiness Team (US-CERT) to ensure the fast, accurate exchange of information about security incidents affecting the Department’s foreign affairs networks and those of other federal agencies.

DS deploys regional computer security

engineers and analysts deliver a recurring snapshot of the Department’s cyber posture through weekly vulnerability and configuration compliance checks that are run against overseas and domestic sites. Using an integrated suite of tools, the analysts hunt for known security weaknesses, reporting the results back to system owners through the Department’s iPost portal to ensure all security gaps are closed.

DS/SI/CS also brings cyber intelligence reporting and advanced technical analysis to its operational capability through the Cyber Threat Analysis Division (CTAD). This team of analysts provides overseas posts



## Office of the Month

and senior management with indications and warnings of cyber threats affecting the Department's critical infrastructure. The staff correlates information from the DS/CIRT and other cyber intelligence sources to generate a comprehensive threat picture, performs in-depth analysis of intrusions and provides technical support for DS's counterintelligence and criminal investigations units.

CTAD received special recognition from the National Security Agency for its innovations in tracking malicious cyber activity and promoting the sharing of technical threat information throughout the federal network defense and cyber intelligence communities. A CTAD staff member is stationed at the NSA's National Threat Operations Center to help ensure the timely exchange of cyber threat information affecting the Department and other agencies.

The office's Monitoring and Incident Response Division (MIRD) has, according to Division Chief Bobby Miller, developed "a better understanding about how our adversaries work and the kinds of technical exploits they deploy. But by working as an office team, we can frequently identify and isolate network intrusions and adjust our defensive posture in response to new threats."

Perhaps the office's fastest-growing initiative is the CS Awareness program. Using a series of technical and operational guidance and educational materials, the CS Awareness team has helped transform the Department's 100,000-plus users into the front line of network defense. The team's tools include the Annual Awareness Course, Cyber Threat Bulletins, Policy Post-its and its awareness website, which aim to keep users safe while on the Internet at work and at home.

Technology will continue to provide new tools for digital diplomacy, but cyber threats will also become more pervasive as hacking technologies become cheaper, more readily accessible and easier to use. However, DS/SI/CS will be there every step of the way, helping ensure that digital diplomats have the tools to perform their missions effectively and securely. ■



**Above:** At a staff meeting are, from left, Charles Seel, acting division chief; Carla Papadam, technical writer; Teresa Papaleo, cyber threat analyst; and Don Ventrice, program manager. **Below:** Discussing computer safety at a meeting are members of the Cyber Security Policy and Awareness team including, from left, Paul Tran, Alexis Benjamin, Jessica Jones, Jonallen Riggins, Steve Van Brackle and Marlene Chandler.







## Chili Cook-Off Raises \$4,000 for CFC

Sweat broke out on brows and hands reached for crackers and water as volunteer judges dug into 18 varieties of chili and 10 kinds of cornbread at the Bureau of Diplomatic Security (DS) Office of Computer Security's 9th Annual Chili and Cornbread Cook-off. The event raised \$4,000 for the general fund of the Combined Federal Campaign.

Assistant Secretary for Diplomatic Security Eric Boswell, one of the judges, called it "another example of the wonderful spirit of service by our employees."

The judges compared seven beef, three vegetarian and eight gourmet varieties, and 10 cornbread entries, on aroma, taste, consistency and aftertaste. All of the chili was gone in an hour and 15 minutes, with some hungry DS employees reluctantly turned away.

"The success of this event is a tribute to the hard work of a handful of Computer Security staff and the wonderful DS employees who attend from throughout the headquarters," said Mary Stone Holland, director of Computer Security.

Employees loaded up with cornbread and chili during the Office of Computer Security's cook-off at DS headquarters.

*Photo courtesy of Diplomatic Security*

## Consulate Staff Run Marathon, Aid Children

Nine members of the U.S. Consulate in Ciudad Juárez, Mexico, competed in Juárez Marathon events on Oct. 21. Two teams of four runners completed the relay marathon, placing 5th and 9th out of 44 teams, and an entry-level officer completed the half marathon. The runners trained together for eight weeks and represented the consulate community, whose members supported them at various inter-change locations.

The U.S. company that runs the warehouse for the consulate, Space Border Logistics of El Paso, Texas, said it would provide one school backpack for children in an at-risk neighborhood for each kilometer completed by the runners, and 84 bags were donated by Consul General Ian Brownlee and the marathon runners,



along with school supplies and clothes, to the children that frequent the Escuela de Quesos Community Center.

The runners included Frances Crespo, Luis Gutierrez, Rafa Diaz, Valerie Laboy, Steve Leu, Chuck Park, Lisa Stratton. Carolee Williamson and Luis Gonzales.

At the race were, from left, Rafa Diaz, Luis Gutierrez, Frances Crespo, Lisa Stratton, Luis Gonzales, Carolee Williamson, Chuck Park and Steve Leu.

*Photo by Ileen Park*





## DPO Rome Donates Poster to Smithsonian



The poster now hangs at the Winton Blount Research Center. *Photo by Cesare Tedesco*

The Diplomatic Post Office (DPO) at the U.S. Embassy in Rome has donated to the Smithsonian Institution a graphic poster to which the DPO's Postmaster Tom Bocanelli has attached original stamps from an embassy exhibit portraying Pope John Paul II and the American flag.

The poster, which also has images of Bocanelli, the DPO staff and a stamp depicting George Washington, is on exhibit at the Winton Blount Research Center and will eventually be transferred to the Smithsonian Postal Museum's atrium—the museum's first representation of a DPO. DPOs were only recognized by the U.S. Postal Service starting in 2009.

The donation commemorates the May 2011 visit to the DPO of U.S. Postmaster General Patrick R. Donahoe. Bocanelli gave Donahoe a tour of the embassy's small Postal Museum, which may be the only postal museum in any U.S. embassy. Donahoe was impressed and offered Bocanelli the opportunity to donate to the Smithsonian some of museum's materials. The museum focuses on the history of the Postal Service and includes postal antiques and memorabilia collected by Bocanelli through personal and external donations.

## FSI Holds New FSN Leadership Course

The Foreign Service Institute in October hosted its first offering of the new FSN Leadership course (RP401). All geographic regions were represented among the 25 Department of State and USAID employees participating. Participants praised the course, and FSI said it will follow up with them and their supervisors to ensure that the course results in increased leadership performance on the job.

Students in FSI's first FSN Leadership course gather after class.

*Photo by Michael Morrison*





## Embassy in Santo Domingo Holds 'Green Fair'

The U.S. Embassy in Santo Domingo held its third annual Green Fair in September. The event, which involved three months of planning, brought together public- and private-sector groups, and included speeches by Ambassador Raul Yzaguirre, the rector of National University of Pedro Henriquez Urena (UNPHU) and Minister of Environment Dr. Bautista Rojas Gómez.

Organized by the post's Green Team, the fair attracted more than 850 adults and children, and showcased an artisans' market, a solar-powered house, free veterinary services, a film festival of environmentally

themed documentaries and a nature photo exhibit. A market featuring fresh organic products gave a discount to attendees who came with bags of recyclables.

The ambassador's wife joined Lucia Amelia Cabral, a local author, to engage youths with animated readings of environmentally themed books. Artist Claudio Cohen and the Ministry of Environment children's choir sang several songs, and the UNPHU's dance/jazz department and a local percussion group performed nature-themed music. There were also free Pilates workouts and hip hop- and Zumba-based exercise sessions.

According to Green Team officials, the fair had more exhibitors, 37, and activities than in prior iterations, and a motto of "live green," reflecting that it was a platform for understanding why and how to integrate green practices into daily living. The fair also promoted environmental issues and highlighted ecological practices.

Created by post employees in May 2010, the team launched an embassy-wide recycling program that, in its first year, collected more than 30 tons of paper and plastic, and organized tree-planting projects, beach clean-ups and a fashion show of recycled garments made by Dominican designers.

## Abidjan Event Promotes Cyber Security

To recognize Cyber Security Awareness Month in October, the U.S. Embassy in Abidjan, Côte d'Ivoire, Information Resource Management staff and information systems security officers staffed two table-top kiosks in the embassy atrium to discuss cyber security with nearly 100 users who passed by. Topics discussed included network, wireless, e-mail and home network security; the Iron-Key and laptop programs; and securing removable media. Attendees found the information useful, specifically the discussion on how Bluetooth features can affect privacy.

Network users can obtain more information about cyber security at <https://intranet.ds.state.sbu/DS/SI/default.aspx>.

## FARA Concerts Delight Audiences

The Foreign Affairs Recreation Association and State of the Arts Cultural Series in August hosted a performance by the winner of the 7th International Young Artists' Piano Competition, Irwin Shung. Shung performed Sergei Rachmaninov's difficult *Preludes, Opus 23: no. 1 in F-sharp minor, no. 7 in C minor, and no. 10 in G-flat major*, all colorful and filled with Russian romanticism. He also played *Variations on an Original Theme, Opus 21, no. 1* with ease, technique and musicianship.

Later that month, Barry Woods Johnston presented a piano recital of his works *Funeral March and Condolence (2011)* and *Omni Sonata (1981) Andante con Tempo Sempre Stretto, Larghetto, Moderato, and Aggitato*. Johnston, who studied art and architecture, also displayed his sculptures. ■

## Retirements

### Foreign Service

Cook, Brian K.  
Crowley, John William  
Dingler, Mary Grace  
Doggett, Laurence L.  
Gillespie, Stephanie A.  
Orlin, Richard Bruce

Santamaria-Bernabe, Carlos  
Simons, Robert Paul  
Smith, Dennis P.  
Springhetti, Dennis J.  
Thomas, David M.  
White, Catherine E.

### Civil Service

Berry, Belinda Ann  
Estrada, Stephen H.  
Karlen, Duane J.  
Kuehne, Charles Albert  
Lisenby, Shirley Ann  
Nunnely, Tyrone

Parker, Gordon A.  
Prince, Lannie M.  
Sanner, Michele P.  
Schoff, David George  
Smothers, Doris L.  
Stewart, Linda G.



## Sound's Effects

### Protect Your Hearing by Avoiding High Noise Levels

By Certified Industrial Hygienist Michael C. Quinlan, Office of Safety, Health and Environmental Management, Bureau of Overseas Buildings Operations

Can you hear as well as you used to or, more important, as well as you should? Hearing is critical to communication, learning and enjoying life. Think about a world without sounds: family members' voices, music, bird songs and city noises. Our sense of hearing is precious, but can easily be lost. Unfortunately, the damage is often permanent.

Individuals can experience hearing loss as they age, a condition known as presbycusis that may affect one-third of Americans over the age of 60. Exposure to high noise levels, family history and smoking can all contribute to this condition, as well as disease, using certain drugs, tumors and ear abnormalities.

Young people are experiencing hearing loss at an increased rate, mostly due to exposure to high noise levels. The Centers for Disease Control and Prevention reported that an estimated 12.5 percent of children and adolescents age 6–19 years have suffered permanent hearing loss from excessive noise exposure. High noise levels in the workplace contribute to significant hearing loss among working-age individuals.

How do we know if we are losing our hearing? Noise-induced hearing loss is typically subtle and gradual. Signs or symptoms include:

- Muffled speech and other sounds;
- Difficulty understanding words, especially with background noise;
- Difficulty following a conversation when two or more people are talking;
- Frequently asking others to repeat themselves;
- Needing to turn up the volume on the television or radio; and
- Withdrawal from some conversations.

How do we hear? Sounds enter the ears and cause the eardrum to vibrate. These vibrations are transferred through three small bones, called the ossicular chain, to the cochlea, a fluid-filled structure in the inner ear that contains small hair-like cells. The fluid in the cochlea causes the hair cells to transmit electrical signals via the auditory nerve to the brain, where these signals are processed as sound.

Repeated exposure to high noise levels damages the hair cells, resulting in permanent hearing loss. Fortunately, noise-induced hearing loss is very preventable, since it is a function of the noise level and duration of the exposure. The solution is to avoid high noise levels.

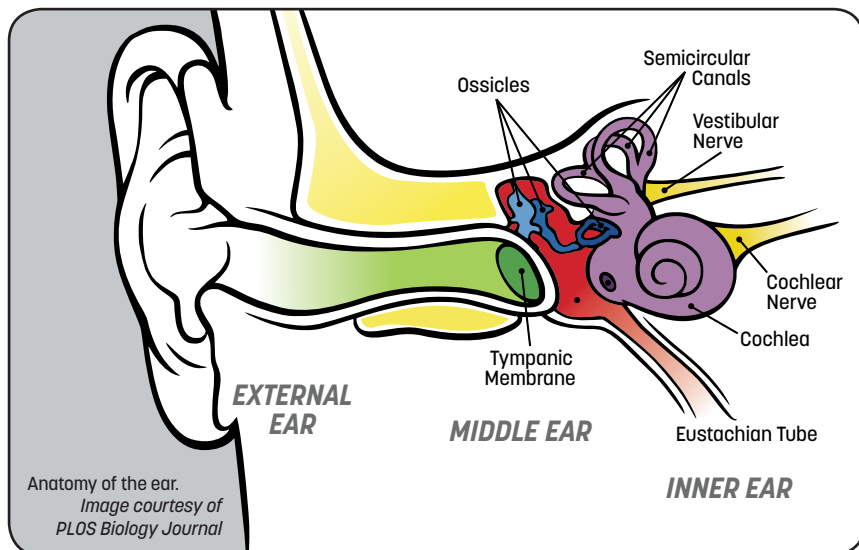
If you need to raise your voice to communicate with someone one meter away, the noise level is too high. Excessive noise can cause ringing in the ears, known as tinnitus. Exposure to high noise levels may cause short-term diminution of your hearing.

Commonly used machines that can produce high noise levels include lawn mowers, weed trimmers, leaf blowers, chain saws, motorcycles, snowmobiles and portable music players, which can easily produce noise damaging to human hearing. Noise that is pleasant but loud can be just as damaging as unwanted noise.

Be alert to hazardous noise levels. Use hearing protection when operating noisy equipment or machines since earplugs or earmuffs can be effective if fitted correctly. Earplugs should feel snug in the ear canal. Earmuffs should completely cover the outer ear; eyeglasses can interfere with the fit. Protect your children's hearing by turning down their music and educating them about potential hazards.

If you suspect that you have hearing loss, consult your doctor, who may send you to a physician specializing in diseases of the ear, nose and throat, or to an audiologist. The best measure of your hearing is an audiogram, which measures the ability to detect sounds at various frequencies.

More information on hearing and noise exposure is available online at [obo.m.state.sbu/ops/shem/Pages/SHEM.aspx](http://obo.m.state.sbu/ops/shem/Pages/SHEM.aspx). Additional noise exposure information can be found at [epa.gov/air/noise.html](http://epa.gov/air/noise.html) or [osha.gov/SLTC/noisehearingconservation/index.html](http://osha.gov/SLTC/noisehearingconservation/index.html). Hearing protection information can be found at [dangerousdecibels.org](http://dangerousdecibels.org). ■



## ADMIN NOTICE: EMBASSY SMESHNOSTAN'S LOCALLY OBSERVED HOLIDAYS FOR 2013

JANUARY 28: KING MORNICHAV THE  
MELLOW'S NATIONAL DAY OF CHILLAXIN'



APRIL 10: DAY OF THE GLORIOUS  
PEOPLE'S UPRISING AGAINST  
MOM JEANS

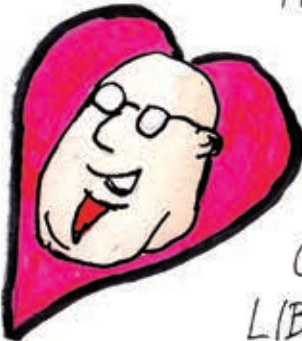


MAY 3: INTERNATIONAL  
TUBA DAY

MAY 13: AQUAMAN'S BIRTHDAY  
(OBSERVED)



JUNE 3: SOUL PATCH  
APPRECIATION DAY



SEPTEMBER 18: FEAST OF  
THE MEALWORM HARVEST

OCTOBER 4: TRIUMPHANT DAY OF  
LIBERATION FROM THE TYRANNY  
OF STATIC CLING

NOVEMBER 29: INTERNATIONAL DAY OF  
REMEMBRANCE OF THE TWINKIE AND  
ITS GOLDEN, IMMORTAL SPONGINESS  
OF CAKE



AGUELER 2012



# Obituaries



**Melvin T.L. Ang**, 68, a retired Foreign Service officer, died March 6 in San Rafael, Calif., following a long battle with cancer. His overseas postings included Shenyang, Baghdad (twice), Riyadh, Beirut, Guangzhou and Taipei. Before joining the Foreign Service, he was a college professor, a vocation he planned to return to after retirement. He was a faithful Red Sox fan, enjoyed a good meal and is fondly remembered for his wide-ranging curiosity and dry sense of humor.



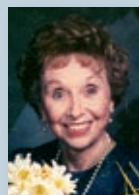
**Peter Martin Benda**, 56, a Civil Service officer, died suddenly in Silver Spring, Md., of cardiac arrest. He joined the Department in 2002, working in the bureaus of Educational and Cultural Affairs, International Information Programs and, since 2010, Population, Refugees and Migration. Before joining the Department, he was a founding associate director of the International Center for Migration, Ethnicity and Citizenship in New York. He was an avid and skilled tennis player and a dog lover.



**Michael Alan Bricker**, a Foreign Service information technology manager, died Oct. 20 in Washington, D.C. During his 22-year Department career he served in Warsaw, Monrovia, Seoul (twice), Kingston, the United Nations, London, Vienna and Ottawa. He helped found the organization Disabled in Foreign Affairs and did volunteer work for the disabled in Poland. He also volunteered at orphanages in Liberia and Korea and at a church in New York City.



**Constance Champagne**, a retired Foreign Service secretary and wife of retired Foreign Service officer Eugene Champagne, died Oct. 15 at her home in McLean, Va. She served in Athens, Bucharest, Vientiane, Ottawa, Karachi, Amman, Beirut, Phnom Penh, Brussels and Cairo. At the time of her retirement in 1989, she was assigned to the Senior Seminar at the Foreign Service Institute.



**Frances Hogan**, 85, a retired Foreign Service officer, died of a heart attack several years ago in California. Her postings included Manila, Surabaya, Milan, Brussels, Bonn, Berlin, Accra, Tel Aviv and Paramaribo. She retired to Florida in 1970 and spent her last two years in Petaluma, Calif. She was humorous, fun-loving and generous.



**Richard H. Howarth**, 80, a retired Foreign Service officer, died Oct. 28 in New Hartford, N.Y. He served in the Army in the Korean War before joining the Department. His postings included Belgium, Burma, Hong Kong and Singapore. After retirement, he loved to travel and enjoyed classical music, jazz, crossword puzzles, world history, world affairs and collecting foreign artifacts, especially Asian art. He was active in his church and taught adults English as a second language.



**Shirley E. Kern**, a retired Foreign Service officer, died Oct. 15 of cancer in Raleigh, N.C. Her overseas postings included Bonn, Canberra and Istanbul. After retiring in 1996, she continued to travel all over the world.



**Pearl A. Key**, 89, widow of retired Foreign Service officer Richard Key, died Aug. 18. She lived in Pompano Beach, Fla. She accompanied her husband on assignments to Argentina, Panama, Mexico, Venezuela, Brazil and Poland. She taught high school Spanish in Washington, D.C. She was known for her warmth, kindness and effortless glamor.



**Suellen L. Repik-Mattison**, 60, a Civil Service employee, died Aug. 24 at her home in Manassas Park, Va. She served in the Ohio Air National Guard and worked for the Department of Defense before joining the State Department as a classifier. She enjoyed history, horticulture, antiques and arts and crafts, and was active in organizations that involved those interests.



**Lawrence G. Rossin**, 59, a retired Foreign Service officer, died Oct. 6 of multiple myeloma at his home in Rockville, Md. He joined the Department in 1975 and served in Mali, South Africa, Barbados, Grenada, Haiti, Rome, the Netherlands and Spain. He was the first chief of mission in Pristina, Kosovo, and was ambassador to Croatia. After retiring in 2004, he served with the U.N. in Kosovo and Haiti and with NATO in Brussels. He won a Department award for valor and the Presidential Distinguished Service Award for his work in Kosovo.



**Mary M. Schneider**, 59, a Civil Service employee, died Nov. 2 after a long battle with cancer, in Arlington, Va. She joined the Department in 1974 and worked in the bureaus of Human Resources, Western Hemisphere Affairs, Overseas Buildings Operations and Administration. After retiring in 2009, she enjoyed crocheting, reading, the company of family and friends, and traveling, especially cruising.



**William B. Stubbs III**, 78, a retired Foreign Service officer, died Oct. 21 in Ocala, Fla. He served in the Army before joining the U.S. Information Agency in 1962. He served with USIA and the Department in Malaysia, Cambodia, Vietnam, Taiwan, Hong Kong, Hungary, China, the Philippines and Thailand. After retirement, he consulted for the Department of Justice and a public relations firm before founding his own consulting firm in Hong Kong. He later moved to Florida. He was a frequent lecturer on Asian studies.



**Viron Peter Vaky**, 87, a retired Foreign Service officer, died Nov. 22. He lived in Mitchellville, Md. He served in the Army Signal Corps during World War II and joined the Department in 1949. He was posted to Guayaquil, Buenos Aires and Guatemala City, and was ambassador to Costa Rica, Colombia and Venezuela. After retiring in 1980, he was an associate dean and professor at Georgetown University's School of Foreign Service. He also worked at the Carnegie Endowment for International Peace and the Inter American Dialogue.



**Jack Hood Vaughn**, 92, a two-time ambassador, died Oct. 29 of melanoma at his home in Tucson, Ariz. He served in the Marines during World War II and in 1966 became the second director of the Peace Corps. He worked for USAID and USIA and was ambassador to Panama and Colombia. Later, he was president of the National Urban Coalition, a dean at Florida International University, director of international programs for the Children's Television Workshop, president of the Planned Parenthood Federation and an environmental activist.

**George Edmund Cavin**, 87, a retired Foreign Service officer and entomologist, died July 27 of heart failure in San Antonio, Texas. He served in the Army Air Corps during World War II. His postings included Pakistan, Libya, Morocco, Ethiopia and Mexico. He retired in 1983 to New Braunfels, Texas, and then worked as a consultant, mainly on desert locust control for countries in Africa.

**Archie S. Lang**, 97, a retired Foreign Service officer, died Nov. 13 at his home in Pasadena, Calif. He was posted to embassies and consulates in Europe, Asia, South America and Africa. After retiring, he was recalled to active duty to organize the "boat people" program and subsequently worked several years with Vietnamese refugee resettlement programs in Malaysia. He was an avid reader and traveled with his wife all over the world.

*Questions concerning employee deaths should be directed to the Office of Casualty Assistance at (202) 736-4302. Inquiries concerning deaths of retired employees should be directed to the Office of Retirement at (202) 261-8960. For specific questions on submitting an obituary, please contact Bill Palmer at [palmerwr2@state.gov](mailto:palmerwr2@state.gov) or (202) 203-7114. ■*



# End State



## Russia

The Cathedral of the Protection of Most Holy Theotokos on the Moat, more commonly known as Saint Basil's Cathedral, was erected as a Russian Orthodox Church in Moscow's Red Square in 1555-1561. The iconic structure is said to resemble the flames of a bonfire reaching towards the heavens.

*Photo by Dennis Jarvis*

PG. 14







## Palau

Jellyfish Lake, known as Ongeim'l Tktetau or "Fifth Lake" in Palauan, is located on Eil Malk island. The popular snorkeling destination is notable for housing millions of golden jellyfish (*Mastigias cf. papua etpisoni*), which have evolved to be substantially different from their close relatives living in the nearby lagoons.

Photo by Mark Kenworthy



## Turkey

Seagulls fly over the Blue Mosque, a popular tourist destination and historic site in Istanbul. The mosque incorporates some Byzantine elements of the neighboring Hagia Sophia with traditional Islamic architecture. It is considered by many scholars to be the last great mosque of the classical period.



Photo by Tim O'Brien



## Norway

A glowing sunset highlights breathtaking scenery in Ersfjordbotn, Troms County, Norway, about 15 kilometers (9.3 mi) west of the country's ninth-largest city, Tromsø. The entire county, which was established in 1866, is located north of the Arctic Circle.

Photo by P. J. Hansen







U.S. Department of State  
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